

**SUPPLY CHAIN MANAGEMENT AND SERVICE DELIVERY IN THE SOUTH
AFRICAN SOCIAL SECURITY AGENCY**

by

Mohodi Ben Tsosane

(1994442380)

Submitted in fulfilment of the requirements in respect of the degree

Philosophae Doctor

in

Public Administration and Management

in the

Department of Public Administration and Management

Faculty of Economic and Management Sciences

University of the Free State

March 2025

PROMOTER: Prof. C. Hendriks

CO-PROMOTER: Dr C.D. Olivier

BLOEMFONTEIN

DECLARATION



Declaration Doctoral Student

I, Mohodi Ben Tsosane, declare that the thesis that I herewith submit for the Doctoral Degree Public Administration and Management at the University of the Free State, is my independent work, and that I have not previously submitted it for a qualification at another institution of higher education.

A handwritten signature in black ink, appearing to read 'Mohodi Ben Tsosane', is written over a dashed horizontal line.

Student's Signature

15/11/2024

Date

Economic and Management Sciences



ACKNOWLEDGMENTS

First and foremost, I wish to extend my heartfelt gratitude to the Almighty for bestowing upon me the privilege, ability, and wisdom to pursue my studies under severe pressure. His presence was with me throughout this journey, guiding me to achieve these results.

I also want to express my deep appreciation to my dearest wife, Makamohelo, who has always supported me in realizing my full potential. Additionally, I am grateful to my children for their unwavering focus on their own studies. Your steadfast support has indeed yielded these remarkable results. This achievement is not mine alone, but a family PhD that will be cherished for the rest of our lives.

To my lovely wife, Makamohelo, I hope this PhD brings comfort and joy to our family. I acknowledge that I was not always able to give the family my full attention, and you stepped in to take care of my duties. Your sacrifices have made this degree possible, and for that, I dedicate this PhD to you, my love, and to my parents, Ntate Phiri and Mme Masamuele Tsosane.

To our three treasures, Makoena, Tholoana, and Kamohelo Tsosane, I hope this degree inspires you to pursue your studies with the same pride and determination you witnessed in me. The future is yours to shape, and I have no doubt that you can achieve anything you set your minds to.

I am also deeply grateful to my supervisor, Prof. Chris Hendriks, and my co-supervisor, Doctor CD Olivier, for their invaluable guidance, support, and patience. You were not only mentors but also father figures and tour guides who welcomed me warmly and never doubted my potential. Thank you so much, and may the Almighty bless you and your families.

I wanted to take a moment to express my deepest gratitude and appreciation for all the love, support, and understanding that you have shown me throughout this journey. Kgabo, Ngaka, and Maserame Tsosane, your unwavering encouragement and kindness have meant the world to me. I am truly blessed to have such wonderful siblings and their families by my side. Your patience and willingness to stand by me through thick and thin have been a source of strength and inspiration. May the Almighty bless and protect each and every one of you. Thank you once again for being such incredible pillars of support in my life.

ABSTRACT

The dawn of democracy in 1994 introduced several initiatives to redress historical imbalances in South Africa; and supply chain management is one of the critical disciplines meant to accommodate previously disadvantaged individuals. As a result, the procurement and provisioning reform introduced the supply chain management system in the public sector. The introduction of the Supply chain management system coincides with other financial management reforms such as the Public Finance Management Act No.1 of 1999 (PFMA), Preferential Procurement Policy Framework Act No. 5 of 2000 (PPPFA), the Public Procurement Act No. 28 of 2024, and other related regulations. The south Africa public service also experienced challenges with service delivery, which affected all communities, and the blame for this has been usually directed at supply chain management processes. Furthermore, corruption also took centre stage, so that it was deemed necessary for government to appoint the Zondo commission to investigate the allegation of corruption and munificent in the procurement eco-space. The South African Social Security Agency (SASSA) is not immune to service delivery challenges as a government entity. Its role is critical and performance affects the majority of South Africans. Against this backdrop, the study investigated the effect of SCM processes on service delivery programmes in SASSA. The study aimed to determine whether the supply chain management processes at SASSA are implemented and managed in such a manner as to accelerate service delivery within the institution. The study employed a qualitative research design and utilized a semi-structured interview guide, which allowed to gather in-depth insights and perspectives. The study had the privilege to interview twenty (20) members of the senior management service. Their contributions were invaluable, and believed that the findings greatly benefited the work. The research study made use of Atlas.ti software for qualitative data analysis since it involves large sections of text and visual and audio data. The analysis provided a detailed understanding of the challenges that negatively affected the service delivery programmes in SASSA, which was due to the inefficiencies in implementing the Supply Chain Management (SCM) processes. The study revealed that SCM application and implementation do not assist the institution in improving service delivery; instead, it decelerated services, and ultimately, service delivery is affected negatively. The lack of capacity, i.e. highly skilled SCM practitioners and the biases of senior management affected the performance of the SCM committees. Additionally, the study observed that architecture in the SCM committees is responsible for the delays in the finalisation of bids, thereby, affecting service delivery. Moreover, the study highlighted a significant disconnection between the supply chain management unit and the business units it supports. To address this, it is recommended that institution foster better collaboration and cooperation between these units, as this is fundamental to achieving improved service delivery

and operational efficiency at the institution. Once the institution has established this connection, it is also crucial to continuously monitor and evaluate the performance of the demand management plan. The study strongly advocates for the digitization of supply chain management processes to boost efficiency and professionalism. Given the rapidly evolving nature of the public supply chain environment, it is essential that continuous training and development in supply chain management become a standard practice. This approach ensures that institution stay current with the latest advancements and best practices, positioning institution at the forefront of the industry. Moreover, the study underscored a significant disconnect between the supply chain management unit and the business units it supports. To bridge this gap, it is recommended that institution foster better collaboration and cooperation between these units. This is fundamental to achieving enhanced service delivery and operational efficiency at the institution. Once this connection is established, it is also crucial to continuously monitor and evaluate the performance of demand management plan, ensuring that institution consistently meet targets and objectives. To further improve service delivery, the study suggests that end-users or programme managers prioritize market research. This will enhance the quality of bid specifications or terms of reference, ensuring adherence to the SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) principle. By doing so, the might be an assurance that institution processes are both effective, efficient and economical. Additionally, the study recommends implementing peer-to-peer quality assurance within bid committees to ensure the quality of bid documents. Involving specialized peers from different regions or provinces, who have no vested interest in the matter, can provide fresh perspectives and elevate the overall quality of the process. To prevent the continuous return of bid presentations by the bid adjudication committee, it is also recommended that only permanent and non-alternate BAC members be appointed. This approach will streamline the process and improve decision-making. Lastly, the study emphasized the importance of institutionalizing these recommendations to create a high-performing and integrated system. By doing so, ensures the achievement of SASSA's objectives and goals within the stipulated timeframe and foster a culture of excellence within the institution. Lastly, the study emphasized the importance of institutionalizing the recommendations outlined in in the study. By taking this step the institution can create a high-performing and integrated system that aligns with SASSA's objectives and goals, ensuring institution meet them within the stipulated timeframe. Moreover, institutionalizing these recommendations will help the institution foster a culture of excellence within the supply chain management and business units.

KEYWORDS

- Budget implementation/execution
- Challenges/bottlenecks
- Economically/economic
- Effectiveness/effective
- Efficiency/efficient
- Government
- Northern Cape Department of Health (NCDoH)
- Public financial management
- Public financial management reforms
- Public sector
- Research gap/knowledge gap
- Service delivery
- Sustainable/sustainability
- Transformation
- Value-for-money service delivery

TABLE OF CONTENTS

DECLARATION.....	i
ACKNOWLEDGMENTS	ii
ABSTRACT	iii
KEYWORDS	iii
TABLE OF CONTENTS	vi
LIST OF TABLES	xiii
LIST OF FIGURES	xiv
LIST OF ACRONYMS	xvi
CHAPTER 1 : BACKGROUND AND ORIENTATION	1
1.1 Introduction	1
1.2 Background and rationale for the study	1
1.3 Problem statement.....	3
1.4 Research questions	4
1.5 Aims and Objectives	5
1.6 Research gap.....	5
1.7 Significance and potential contribution of the study	6
1.8 Background to the South African Social Security Agency (SASSA).....	7
1.8.1 Reduced levels of poverty.....	7
1.8.2 Economic transformation- empowered individuals and sustainable communities.....	8
1.8.3 Improved customer experience	8
1.9 Research methodology	8
1.9.1 Exploratory research design	9
1.9.2 Population and sample	9
1.9.3 Data analysis	11
1.9.4 Data collection instruments	12
1.9.5 Recruitment strategy.....	12
1.9.6 Potential risks of taking part in the study	13
1.9.7 Ethical considerations	13
1.10 Framework of the study.....	13
1.11 Conclusion	15
CHAPTER 2 : SUPPLY CHAIN MANAGEMENT AND SERVICE DELIVERY IN GOVERNMENT INSTITUTIONS: A THEORETICAL EXPOSITION	17
2.1 Introduction	17
2.2 Theoretical Framework	20

2.3	Theories for the Research.....	20
2.3.1	Agency Theory.....	21
2.3.2	Transaction Cost Theory.....	22
2.3.2.1	A decision to make or purchase in the transaction cost theory	23
2.3.2.2	Sourcing strategy as part of the transaction cost theory	24
2.3.3	Network Theory and supply chain management	26
2.3.4	Network Theory	27
2.3.5	Resource Dependency Theory (RDT).....	30
2.3.6	New Public Management (NPM) Theory	31
2.4	Types of Supply Chain Management	33
2.4.1	The traditional approach	33
2.4.2	Strategic supply chain management	34
2.4.2.1	Initial project.....	35
2.4.2.2	Gather information, analyse spend and market research	36
2.4.2.3	Specify the requirement	36
2.4.2.4	Develop a sourcing strategy to approach the market.....	37
2.4.2.5	Bidding process	37
2.4.2.6	Negotiate and award contract	37
2.4.2.7	Manage contract relationship	37
2.4.2.8	Review	38
2.5	Service Delivery Drivers.....	39
2.5.1	Institutional governance structures.....	39
2.5.1.1	Executive Management Committee (Exco)	40
2.5.1.2	Budget Committee (Budcom)	40
2.5.1.3	Bid Adjudication Committee (BAC).....	41
2.5.1.4	Financial Misconduct Committee (FMC).....	41
2.5.1.5	Audit Committee	41
2.5.2	Strategic awareness	42
2.5.3	Business systems	43
2.6	Agility and Flexibility in the Business Processes and Procedures.....	44
2.7	SASSA Service Delivery Programmes	46
2.7.1	Payment and contract management	47
2.7.2	Beneficiary maintenance unit.....	47
2.7.3	Customer care Unit.....	48
2.7.4	Disability management Unit	49
2.7.5	Operations management	49
2.7.6	Summary of service delivery units and roles	49

2.8	Service Delivery Management	51
2.8.1	Quality Service Management	51
2.8.2	Cost Service Management.....	53
2.8.3	Time Service Management	54
2.9	SCM Policy and Service Delivery	54
2.10	Services delivery alignment with the identified theories of the research	56
2.11	The Strategic Elements in the SCM Ecosystem.....	60
2.11.1	National Treasury SCM Model	60
2.11.1.1	Demand management.....	61
2.11.1.2	Acquisition management	62
2.11.1.3	Logistics management	62
2.11.1.4	Disposal management.....	62
2.11.2	SCM performance.....	62
2.11.3	Legislative requirement of supply chain management (SCM).....	63
2.11.4	Importance of parliamentary oversight	65
2.12	Conclusion	66
CHAPTER 3: INTERNATIONAL PERSPECTIVES ON SUPPLY CHAIN MANAGEMENT IN GOVERNMENT INSTITUTIONS.....		68
3.1	Introduction	68
3.2	Concept of Supply Chain Management	68
3.3	Comparative Analysis of Supply Chain Management in South Africa and Other Countries:.....	69
3.3.1	Comparative analysis of Supply Chain Management practices in United State of America and South Africa.....	69
3.3.2	Comparative analysis of Supply Chain Management practices in Canada and South Africa.....	72
3.4	Evolution of Public Sector Supply Chain Management in the Global Landscape .	73
3.5	The African Perspective and Impact on public sector supply chain management since 2019.....	75
3.6	Exploring Supply Chain Management and Service Delivery Opportunities Post Covid-19 Pandemic	76
3.7	Key insights gained from COVID-19 Public Procurement.....	77
3.8	Maximising Efficiency through E-Procurement in Cloud Computing for Public Procurement.....	83
3.9	Conclusion	85
CHAPTER 4: LEGISLATIVE AND REGULATORY FRAMEWORK GOVERNING SUPPLY CHAIN MANAGEMENT		87

4.1	Introduction	87
4.2	The legislative framework guiding supply chain management in national government	87
4.2.1	The Constitution of the Republic of South Africa, 1996	87
4.2.1.1	Economic efficiency	88
4.2.1.2	Efficiency in public procurement.....	88
4.2.1.3	Building public confidence in procurement processes	89
4.2.1.4	Equality and fairness in the public sector procurement process	89
4.2.1.5	Elimination of corruption in public procurement	90
4.2.2	The Public Audit Act, 2004 (Act 25 of 2004).....	90
4.2.2.1	Procurement irregularities	90
4.2.2.2	Trivial irregularities in public contract awarding	91
4.2.2.3	Irregularities in the awarding of public contracts	91
4.2.3	Public Finance Management Act, 1999 (Act 1 of 1999).....	92
4.2.4	Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000)	93
4.2.5	Public Procurement Act, 2024 (No. 28 of 2024)	98
4.2.6	Broad-Based Black Economic Empowerment Act 2003 (Act 53 of 2003)	100
4.2.7	Promotion of Equality and the Prevention of Unfair Discrimination Act, 2000 (Act No 4 of 2000).....	100
4.2.8	Construction Industry Development Board Act, 2000 (No 38 of 2000)	101
4.2.9	Prevention and Combating of Corrupt Activities Act, 2004 (Act No 12 of 2004)	101
4.3	Service Supply Chain Management	102
4.3.1	Facilities management	103
4.3.2	Inventory.....	104
4.3.2.1	Classical Control Theory	104
4.3.2.2	Optimal control.....	104
4.3.2.3	Model predictive	104
4.3.2.4	Robust control.....	105
4.3.3	Transportation.....	105
4.3.4	Information.....	105
4.3.5	Sourcing and pricing	105
4.4	Professionalism in supply chain management.....	106
4.5	Ethics in supply chain management	107
4.6	Supply chain management compliance (SCMC)	108
4.7	Conflict of interest	108
4.8	Conclusion	109

CHAPTER 5: CRITICAL FACTORS INFLUENCING THE PERFORMANCE OF SUPPLY CHAIN MANAGEMENT	110
5.1 Introduction	110
5.2 Critical factors contributing to successful SCM performance	111
5.2.1 Operational management.....	111
5.2.2 Programme managers' (internal customer) satisfaction.....	114
5.2.2.1 Responsiveness.....	115
5.2.2.2 Innovation	117
5.3 Challenge of getting the right service provider.....	119
5.4 Environmental uncertainty	119
5.5 Information technology	120
5.5.1 Information technology skills and knowledge	122
5.6 Balance score card and service delivery	122
5.7 Communication tools.....	123
5.8 Cross-functional teams	124
5.9 Governance structures in supply chain management	125
5.9.1 Supply chain management in the public sector	126
5.9.2 Bid specification committee (BSC)	127
5.9.3 Bid evaluation committee (BEC)	128
5.9.4 Bid adjudication committee (BAC).....	129
5.10 Conclusion	131
CHAPTER 6: RESEARCH METHODOLOGY	132
6.1 Introduction	132
6.2 Research philosophy.....	133
6.2.1 Ontology	134
6.2.2 Epistemology	134
6.3 Types of research	135
6.3.1 Exploratory research.....	135
6.3.2 Descriptive research	136
6.3.3 Analytical research.....	136
6.3.4 Predictive research	136
6.4 Research methodological choices.....	137
6.4.1 Quantitative method.....	137
6.4.2 Qualitative method	138
6.4.2.1 Justification for using qualitative research methodology	139
6.4.3 Mixed method	140
6.5 Research strategy.....	140

6.6	Time horizon	140
6.7	Sampling design	142
6.7.1	Population.....	142
6.7.2	Sampling method.....	143
6.7.3	Sample frame	143
6.7.4	Sample size	144
6.8	Data collection method.....	144
6.8.1	Semi-structured interviews.....	145
6.9	Data preparation	146
6.9.1	Editing the data.....	146
6.9.2	Coding	146
6.10	Data analysis and methods	147
6.10.1	Thematic analysis	148
6.11	Ethical consideration and clearance.....	148
6.12	Conclusion	149
CHAPTER 7: ANALYSIS AND DISCUSSION OF THE RESEARCH FINDINGS		150
7.1	Introduction	150
7.2	Approval of the study	150
7.3	Interviews.....	151
7.4	Overview of service delivery performance of SASSA	153
7.5	Analysis and presentation of empirical data	154
7.6	Themes, remarks and patterns as identified in the analysis of the data.....	186
7.6.1	Automation and digitization of SCM business processes	186
7.6.2	Sourcing of skills, building capacity, and training of SCM practitioners.....	187
7.6.3	Risk management and disaster recovery plan.....	187
7.6.4	Collaboration with service delivery/business units.....	188
7.6.5	Performance monitoring and evaluation of demand plan	188
7.6.6	Continuous improvement of supply chain management.....	189
7.6.7	Business case empowered by market research conducted.....	189
7.6.8	Independent person in bid committees.....	189
7.7	Summary and Conclusion	190
CHAPTER 8: FINDINGS, RECOMMENDATIONS, AND CONCLUSION		191
8.1	Introduction	191
8.2	Overall findings of the study	191
8.2.1	Literature findings	191
8.2.2	General findings.....	194
8.3	Realization of research questions and objectives.....	195

8.3.1	The primary question and the aim of the research study.....	195
8.3.2	The research questions and objectives	196
8.3.2.1	First research question and objective	196
8.3.2.2	Second research question and objective.....	198
8.3.2.3	Third research question and objective.....	199
8.3.2.4	Fourth research question and objective.....	200
8.3.2.5	Fifth research question and objective	202
8.4	Research recommendations	202
8.5	Research Contribution	210
8.5.1	Contribution to the literature.....	210
8.5.2	Theoretical contribution.....	210
8.5.3	Practical contribution to the South African Social Security Agency.....	211
8.5.4	Contribution to South African citizens	211
8.6	Conclusion	211
	REFERENCES.....	2133
	APPENDICES	262
	APPENDIX A: ETHICAL APPROVAL FROM UFS	262
	APPENDIX A1: EXTENSION ETHICAL APPROVAL FROM UFS.....	263
	APPENDIX B: CONFIRMATION LETTER FROM UFS TO SASSA.....	264
	APPENDIX C: PERMISSION LETTER TO SASSA TO CONDUCT RESEARCH.....	266
	APPENDIX D: APPROVAL LETTER FROM SASSA CEO TO CONDUCT RESEARCH	270
	APPENDIX E: ADDENDUM TO APPROVAL LETTER FROM SASSA CEO TO CONDUCT RESEARCH	271
	APPENDIX F: RESEARCH STUDY INFORMATION LEAFLET	272
	APPENDIX G: INFORMED CONSENT	275
	APPENDIX H: INTERVIEW GUIDE	276
	APPENDIX I: LETTER FROM LANGUAGE EDITOR.....	Error! Bookmark not defined.

LIST OF TABLES

Table 1.1: SASSA Senior Management Services Structure	10
Table 2.1: Types of governance networks in empirical research and their characteristics ...	28
Table 2.2: The Decision Matrix for the Network Theory	29
Table 2.3: Theories and their contribution to the study	57
Table 2.4: Characteristics of NPM and theoretical approaches	59
Table 3.1: Comparative types of acquisition and method of procurement.....	71
Table 3.2: COVID-19 emergency procurement processes in Africa.....	76
Table 3.3: Opportunity – lessons (COEFS Quality Analysis, 2022)	77
Table 3.4: Procurement approaches as per the commodities.....	79
Table 4.1: Calculation of score of 20 for BBBEE	Error! Bookmark not defined.
Table 4.2: Calculation of score of 10 for BBBEE	Error! Bookmark not defined.
Table 4.3: Example of application of the formulae using scoring principles of 80/20 and 90/10	Error! Bookmark not defined.
Table 4.4: Standard Bidding Documents (SBD)	Error! Bookmark not defined.
Table 5.1: SASSA cancelled bids breakdown 2022/23.....	129
Table 7.1: Number of social grants per grant type (2007/08-2022/23).....	153
Table 7.2: Level of influence	163
Table 7.3: Skills sets required by logistics and supply chain managers.....	172
Table 8.1: SASSA irregular expenditure reconciliation	195

LIST OF FIGURES

Figure 2.1: Theoretical framework matrix (Source: Own compilation).....	20
Figure 2.2: Transaction cost economic theory (Williamson, 2008; 2002).....	26
Figure 2.3: Traditional approach to procurement (New Zealand Ministry of Business, Innovation and Employment, 2011).....	34
Figure 2.4: Strategic approach to procurement (New Zealand Ministry of Business, Innovation and Employment, 2011).....	35
Figure 2.5: Strategic procurement framework (New Zealand Ministry of Business, Innovation and Employment, 2011).....	38
Figure 2.6: Conceptual Model (Liyanage & Weerasinghe, 2018:33).....	43
Figure 2.7: Dynamics of business model performance (Haggège et al., 2017).....	45
Figure 2.8: Service delivery units and roles (SASSA Optimisation SDM, 2007).....	50
Figure 2.9: Conceptual framework (Anane et al., 2019:5).....	55
Figure 2.10: The generic elements of supply chain management (National Treasury, 2004)	61
Figure 3.1: Public Procurement System: A Check and Balance Power (Drabkin & Thai, 2003:2)	69
Figure 3.2: African countries' share of COVID-19 procurement corruption in US\$ (Own compilation)	82
Figure 4.1: Supply Chain Decision-making Framework (Chopra & Meindi, 2016:58).....	Error!
Bookmark not defined.	
Figure 5.1: Objectives triangle of operations and supply chain performance (Ivanov et al., 2019:6)	112
Figure 5.2: Objectives triangle of operations and supply chain performance (Bhatnagar, 2009:121).....	113
Figure 5.3: Programme managers/customer satisfaction model (Naqvi et al., 2020:30)	115
Figure 5.4: Relational Governance Theory (Omoruyi & Akuoma, 2020:174)	116
Figure 5.5: AT Kearney "Innovation House" Model (Sanchez et al., 2011:17)	118
Figure 5.6: SCM information technology framework and agile (Dehgani Navimipour, 2019:2220).....	121
Figure 5.7: Model of cross-functional sourcing team effectiveness (Gelderman et al., 2017:15).....	125
Figure 5.8: Evaluation hierarchy of the tender evaluation (Sarker et al., 2012:17).....	128
Figure 6.1: Graphical demonstration of the research philosophies (Setino, 2018:185)	134
Figure 6.2: Research process chart (van Esch & van Esch, 2013:219).....	139

Figure 6.3: Research methodology framework (Adapted from Wimalaratne & Kulatunga, 2022:23).....	141
Figure 7.1: Operating Model (SASSA, 2007:3).....	151
Figure 7.2: Distribution of Interviewees according to the SASSA Operating Model (Researcher's own).....	152
Figure 7.3: The Modelling Hierarchy (Khan, 2013:2)	170
Figure 7.4: SASSA's three financial years' comparison of projects (Researcher's own)	176
Figure 7.5: Proposed Supply Chain Management Framework (du Toit & Vlok, 2014:33) ..	181
Figure 7.6: Framework for implementation in SCM (Ambe & Badenhorst-Weiss, 2012:11013)	182
Figure 8.1: Key stakeholders in the demand management plan (Researcher's own).....	201
Figure 8.2: Irregular expenditure Solution Metrix (Researcher's own)	206
Figure 8.3: The summary of the recommendations (Researcher's own)	Error! Bookmark not defined.

LIST OF ACRONYMS

AA	Accounting Authority
ADB	Asian Development Bank
AGSA	Auditor General of South Africa
AO	Accounting Officer
APP	Annual Performance Plan
AU	African Union
BAC	Bid Adjudication Committee
BBBEE	Broad Based Black Economic Empowerment
BEC	Bid Evaluation Committee
BEC	Bid Evaluation Committee
BEE	Black Economic Empowerment
BPR	Business Process Re-engineering
BRICS +	Brazil, Russia, India, China and South Africa Egypt, Ethiopia, Iran, Saudi Arabia, and the United Arab Emirates
BSC	Bid Specification Committee
Budcom	Budget Committee
Cabri	Collaborative Africa Budget Reform Initiative
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIPFA	Chartered Institute of Public Finance and Accountancy
CIPS	Certified Institute of Procurement and Supply
COEFS	Centre of Excellence in Financial Services
CPS	Cash Payment Services
CSD	Central Supplier Database
DASS	Departmental Auxiliary Support Services
DPME	Department of Planning, Monitoring and Evaluation

DPW	Department of Public Works
DSD	Department of Social Development
DPSA	Department of Public Service and Administration
ERP	Enterprise Resource Planning
ERPS	Ethernet Ring Protection Switching
EU	European Union
Exco	Executive Management Committee
FAR	Federal Acquisition Regulations
FMC	Financial Misconduct Committee
FOSAD	Forum of South African Directors-Generals
GCC	General Conditions of Contracts
GRAP	Generally Recognised Accounting Practice
GRV	Goods Receipts Voucher
HR	Human resources
ICT	Information & Communication Technology
IEG	Independent Evaluation Group
IICA	Inter-American Institute for Cooperation in Agriculture
IT	Information Technology
KPIs	Key Performance Indicators
LBPL	Lower Bound Poverty Line
LIFO	First in, first out
MbP	Management by Project
MEAT	Most Economically Advantageous Tender
MPs	Members of Parliament
MSA	Master Service Agreement
NDA	National Development Agency
NDOH	National Department of Health
NDP	National Development Plan 2030

NEPAD	New Partnership for Africa's Development
NHI	National Health Insurance
NPA	National Prosecuting Authority
NPC	National Planning Commission
NPM	New Public Management
NSG	National School of Governance
NZGP	New Zealand Government Procurement
OCG	Office of Government of Commerce
OCPO	Office of Procurement Officer
OECD	Organisation for Economic Co-operation and Development
PAEIDTAU	Public Administration Ethics, Integrity and Disciplinary Technical Assistant Unit
PFMA	Public Finance Management Act No.1 of 1999
PMG	Parliamentary Monitoring Group
PMO	Project Management Office
PPE	Personal Protective Equipment
PPP	Public Private Partnership
PPPFA	Preferential Procurement Policy Framework Act No. 5 of 2000
PROPAC	Provincial Public Account Committees
PwC	Price Waterhouse Coopers
RBAC	Regional Bid Adjudication Committee
RBEC	Regional Bid Evaluation Committee
RBV	Resource-Based View
RDP	Reconstruction Development Programme
RDT	Resource Dependency Theory
REM	Regional Executive Manager
RFP	Request for Proposal
RSA	Republic of South Africa
SA	South Africa

SAICA	South African Institute of Chartered Accountant
SAIPA	South African Institute of Professional Accountants
SAPO	South African Post Office
SAPS	South African Police Service
SARB	South African Reserve Bank
SASSA	South African Social Security Agency
SBD	Standard Bidding Documents
SCM	Supply Chain Management
SCMP	Supply Chain Management Performance
SCOPA	Standing Committee on Public Accounts
SDGs	Sustainable Development Goal
SDM	Service Delivery Model
SLA	Service Level Agreement
SMME	Small Micro Medium Enterprises
SMS	Senior Management Services
Socpen	Social grant payment system
SOPs	Standard Operating Procedures
Stats SA	Statistics South Africa
SRD	Social Relief of Distress
TCE	Transaction cost economics
TOR	Terms of Reference
UK	United Kingdom
UNDP	United Nations Development Program
UNODC	United Nations Office on Drugs and Crime
USA	United States of America
USD	United States Dollar
VIP	Very Important Person
WHO	World Health Organisation

CHAPTER 1 : BACKGROUND AND ORIENTATION

1.1 Introduction

The strategic importance of effective and efficient supply chain management (SCM) has not yet taken centre stage in the South African government environment. It has not received the necessary priority and capacitation (Mathu, 2019:26). In contrast, the private sector has invested in its SCM practices to safeguard investment and ensure that its services match clients' needs (Manyathi, 2017:10). Due to service delivery challenges in South Africa (SA), the SA government is becoming more aware of the strategic importance of effective and efficient SCM in the delivery of services, adding value to public money spent in communities, social and economic development and fiscal awareness (Manyathi, 2017:15). The formation of the Office of the Chief Procurement Officer within the National Treasury serves as an example of the national government's commitment to the delivery of quality services within the ambit of the law.

Section 217(2) and (3) of the Constitution of the Republic of South Africa, 1996 (the Constitution), stipulates that national legislation must prescribe a framework within which the policy of categories of preference in the allocation of contracts and the protection or advancement of persons, or categories of persons, disadvantaged by unfair discrimination is addressed. This gave rise to the implementation of the Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000). Section 2 of the Act stipulates that all public sector SCM practices must be evaluated in terms of the provisions of the Act. Mhelembe and Mafini (2019:1) point to information issued by the World Bank that indicates that by the end of 2016, almost 20.47% of the gross domestic product in SA was attributed to public procurement spending.

1.2 Background and rationale for the study

The South African Social Security Agency (SASSA) operates under the Department of Social Development (DSD) and was established in terms of the South African Social Security Agency Act, 2004 (Act 9 of 2004) and derives its core mandate from section 27(1)(c) of the Constitution. Section 27(1) (c) of the Constitution furnishes access rights to social assistance for individuals who require social support for themselves and their dependents. In addition, section 28(1) of the Constitution sets out children's rights regarding appropriate care and detention. SASSA initiatives include providing support in the form of cash, food parcels, school

uniforms and hot meals during disasters. Social assistance is confirmed as central to the war against poverty and in bringing dignity to people (Shahidi et al., 2019:2).

SASSA was established to support all vulnerable citizens through the disbursement of social grants. The categories of grants paid by SASSA to needy and deserving citizens monthly include the child support grant, care dependency grant, disability grant, older person's grant, war veteran's grant and grant in aid (RSA, 2020). According to the 2020 SASSA Annual Report, 18 290 592 grants were paid to beneficiaries of social grants every month, which in monetary terms amounts to R190 289 381 000 in the 2019/20 financial year (SASSA, 2020).

In response to the world of technology, the electronic payment of social grants is made to beneficiaries either by an electronic funds transfer to their own bank accounts, or through a SASSA debit card (RSA, 2018:1). The supply chain process that facilitates the appointment of strategic suppliers for payment of social grants is therefore critical, and due diligence in the appointment of the service provider should be a priority (section 38(1)(a)(iv) of the Public Finance Management (Act 1 of 1999).

Fourie and Malan (2020:6) state that the efficient and effective implementation of SCM policies rests upon the five procurement pillars: value for money, open and effective competition, ethics and fair dealing, accountability and reporting, and equity. According to Seidiaghilabadi et al., (2019:299), these pillars are the foundation for public sector SCM because if any pillar is compromised, the SCM system fails the Constitution. Fourie and Malan (2020:7) are of the opinion that recent policy developments have led to a dependency on public sector SCM for the provision of services to overcome socio-economic challenges originating from SA's pre-1994 discriminatory history.

In his research study, Manyathi (2019:3) examined whether procurement legislation must be evaluated since existing legislation can be viewed as a barrier to accelerating the delivery of services. Of the participants in his study, 69% confirmed that there are gaps and inconsistencies in the procurement legislation that affect service delivery. A study conducted by Dzukey and Naude (2017:03) also highlighted the global responsibility of public sector SCM, which is central to public sector delivery and the performance of public sectors.

Ambe (2016: 278) argues that the public sector is failing to implement consistent procurement practices across its services to address the socio-economic issues of the country. The national and provincial governments and their entities that reported R21 billion in irregular expenditure in 2010 support the argument (Business Day, 2011). The procurement departments of public institutions are faced with the challenges of procurement procedures, inputs and outputs, and are unable to determine their efficiency and effectiveness (Simone and Balasundharam 2023: 15). The SCM practice should be improved to have a positive impact on institution

performance. Improved SCM practices can accelerate institutional service delivery and add value through its supply chain (Mutembei, 2019:4).

Several media reports and publications have focused attention on the public sector environment, particularly on the compromised principles of good governance and SCM practices in the awarding of bids. SCM practitioners experience challenges in the acquisition of goods and services. These relate to poor SCM implementation, SCM network, delays in SCM processes and lack of skills to implement appropriate SCM practices (AGSA, 2017/18).

According to SASSA (2020:61), several risks have been identified that are decelerating service delivery programmes in SASSA. Such include ineffective implementation of SCM processes, fraud and corruption in procurement and contract management, where payments are made to suppliers without services being rendered; and the inability to procure suitable office accommodation (SASSA, 2020:79).

In addition, a service provider for the payment of social grants was sourced and appointed, and major service delivery disruptions occurred during this period. Against this backdrop, the proposed study investigates SCM practices and implementation in SASSA that are suspected of causing high irregular, fruitless, and wasteful expenditure, which resulted in the deceleration of important service delivery programs. The study focuses on the 2018/19 to 2020/21 financial years.

1.3 Problem statement

The Auditor-General of South Africa's report on SASSA for the 2019/20 financial year indicated that social grant beneficiaries might not be able to receive their grants in April 2021 because the South African Post Office (SAPO) debit card was a security risk. The Postbank had until 31 March 2021 to decommission the debit card as directed by the South African Reserve Bank (AGSA, 2020). Furthermore, an irregular expenditure of R102 million was incurred in the 2019/20 financial year. The root causes of this increase in irregular expenditure are a lack of proper internal control measures, a lack of proper training of SCM officials, and continuous overriding of internal control measures by SCM staff.

Fourie and Malan (2020:12) argue that SCM challenges in the SA government emanate from how the system is implemented and the specific practices of the system that are not followed. The National Treasury, meanwhile, is of the opinion that these challenges relate to the flaws in the management of the supply chain system, believing that principles such as openness and transparency are not adhered to.

According to Simone and Balasundharam (2023: 03), the very prescriptive and burdensome procurement processes in the government decelerate service delivery by restricting the public sector from implementing more innovative processes in SCM. Gronbach (2020:1) further states that SCM activities can decelerate service delivery programmes and that despite the implementation of the necessary SCM delegations, there is inflexibility and a lack of responsiveness. In addition, Maleka (2016:41) also asserts that the outdated SCM practices in the public sector that are too rigid and inflexible to respond to the needs of programme managers is a problem and delays services.

Therefore, the research study had probed the possibility that SCM legislation implementation practices and approach had decelerated service delivery programmes in SASSA. The study probed and critically evaluated SCM practices and implementation in SASSA. This process shed some light on the possible review of SCM practices and implementation that are believed to have contributed to high irregularities, fruitlessness and wasteful expenditure and have decelerated service delivery in two programmes, namely Program 1: Administration and Program 2: Beneficiary Transfers in SASSA.

1.4 Research questions

Considering the problem statement above, the following primary research question were asked: What is the effect of SCM processes on service delivery programmes in SASSA, and how can service delivery in SASSA be improved?

The secondary research questions are:

- (i) What is the nature of the theoretical underpinnings of supply chain management and service delivery in government institutions?
- (ii) What could be learned, and what are the best practices from international perspectives regarding supply chain management in government institutions?
- (iii) What are the statutory and regulatory stipulations and official prescripts that govern supply chain management in government in South Africa?
- (iv) What are the typical challenges and barriers that are faced by officials participating in government supply chain management?
- (v) Which dimensions and aspects should be incorporated in an SCM framework for a strategy that will improve service delivery in SASSA?
- (vi) What supply chain management strategy can serve as an instrument to enhance service delivery?

1.5 Aims and Objectives

The study aimed to determine whether the way the supply chain was implemented and managed through applicable SCM policies and legislations decelerates service delivery programmes in SASSA.

The following were the objectives of the study:

- (i) to explore the nature of the theoretical underpinnings of supply chain management and service delivery in government institutions (Chapter 2),
- (ii) to gain international perspectives and best practices regarding supply chain management in government institutions (Chapter 3),
- (iii) to analyse the statutory and regulatory framework that governs supply chain management in government in South Africa (Chapter 4),
- (iv) to determine the typical challenges and barriers that are faced by officials participating in supply chain management in government (Chapter 5),
- (v) to identify dimensions and aspects that should be incorporated in the SCM framework for a strategy that will improve service delivery in SASSA (Chapter 5); and
- (vi) to design a supply chain management strategy that can serve as an instrument to enhance service delivery (Chapter 8).

1.6 Research gap

Wolf (2019:1) points out a research gap as a problem that has not been resolved by any of the existing studies or research within a field of study, whereas Khan, Raman, Sambamoorthy, and Prashanth (2023: 68), argue that a research gap arises when the systematic reviewer's ability to draw conclusions is limited. A preliminary literature review shows that limited research has been done on how the implementation and management of public sector supply chains can accelerate service delivery.

There is sparse literature on the strategic role that SCM in government plays regarding the implementation of policies and service delivery, much less than on simply the way in which government should procure and spend money (Fourie & Malan, 2020:1). The real-world gap is that it is not known why, despite the availability of SCM policies, institutions continue to face challenges with service delivery.

Dzuke and Naude (2017:3) argue that SCM risks remain an operational matter and not strategic in nature that can respond speedily to the needs of the public sector as and when required, meaning challenges are left to operational units to solve instead of being part of institutional risks. In contrast, Islami & Latkovikj (2022:03), assert that SCM has a positive

effect on institutional performance, furthermore in the study Islami & Latkovikj (2022:15) agrees that acceleration of the performance of the institution is triggered by the efficiency of SCM practice, integration and implementation. With the background from these studies, the combination of SCM and financial performance is expected to have a positive effect on institutional performance such as acceleration in service delivery.

Nkwanyana & Agbenyegah (2020: 04) raised the question: How are SCM practitioners coping with the changing institutional environment and what methods can be implemented to achieve competitive advantage in their supply chain? Digital SCM in these realities acquires strategic importance of integrating operational processes into an integrated infrastructure of the digital economy of the country (Mukhamedjanova, 2020:761). In contrast, Olah et al., (2017:130) argue that the exposition of supply chains multiplied recently due to changes in business strategies other than natural disasters only.

1.7 Significance and potential contribution of the study

This research study expanded the body of knowledge with respect to the impact SCM practices and implementation have on the deceleration of service delivery programmes and in the discipline of public administration and management in general. Furthermore, the study provided a substantial input in making a positive contribution to SCM best practices and implementation in public sector institutions in general and SASSA by identifying the impact of congestion in SCM practices and implementation on the performance of the institution. In addition, considerable inputs, if adopted, brings improvement in SCM performance leading to reduced procurement costs, thus leading to the satisfaction of both the cost centre and the end customer.

The study addressed an important issue of concern in SCM, namely SCM practices and implementation, since this qualitative study, focusing on the members of senior management services (SMS), is the first study of its kind in the social security services. The value of the study may be found in the endeavour to address the possible gap regarding the existing SCM processes and practices in the public sector. Furthermore, it is hoped that the study made a meaningful contribution to establishing and improving practices in SASSA and awareness of the best practices in SCM in the public sector to improve service delivery in SA.

Moreover, value of the study is the fact that it offers research findings that will not only be of interest to but hopefully attract the attention of the public sector in general and to policy and decision-makers and those who are charged with the responsibility of SCM policy development.

Since the study drawn on information gathered from worldwide sources, the framework that will be developed and suggested for SASSA encompasses quality assurance practices from around the world. Accounting officers (AO) will benefit from SCM best practices that enjoy national and international recognition and practice, while the South African society will benefit from a more responsive and agile public sector. The institutions and students who are still to join the public sector will find the study useful and will be able to refer to it in their future research endeavours. Finally, it is envisaged that the study stimulated debates on SCM best practices and will empower researchers to participate in related studies.

1.8 Background to the South African Social Security Agency (SASSA)

The South African Social Security Model (RSA, 2010:14) notes that the Social Assistance Administration Process forms the heart of SASSA and includes all processes from when a potential beneficiary approaches or is approached by SASSA customer service staff until benefits are terminated. The key processes for service delivery are:

- (i) benefits administration, which includes the beginning of the social grant process to the end of the process, i.e., application management, beneficiary maintenance and internal decision reviews.
- (ii) benefits transfers, including payments and social grant reconciliations.

In SASSA's strategic plan (2020-2025), the CEO asserts that in the next five years (2020-2025) SASSA is reengineering programmes to have economic development behaviour through linking and availing opportunities to SASSA beneficiaries (RSA, 2019). Achieving this goal will need the integration of government programmes. A dedicated outcome, "economic transformation- empowered individuals and sustainable communities", is part of the SASSA strategic plan seeking to operationalise this concept of economic development as a way to counter social grant dependency (SASSA 2020-2025). The strategic plan of SASSA makes provision for the following strategic outcomes.

1.8.1 Reduced levels of poverty

This programme intends to provide income support to citizens who cannot support themselves and their families. In this programme, the management of payment of different social grants aims to reduce poverty levels. The priority is to eradicate hindrances in administration to identify those citizens who deserve social protection (SASSA strategic plan 2020-2025: 34).

1.8.2 Economic transformation - empowered individuals and sustainable communities

This programme focuses on the different opportunities for SASSA beneficiaries, with the aim of making them less dependent on social grants. These opportunities already exist. For example, children who have been receiving child support grants and performing well at school are linked to the National Student Financial Aid Scheme after completing matric. They receive bursaries without any means test and SASSA transfers a beneficiary file to the National Student Financial Aid Scheme for bursary allocation (SASSA strategic plan 2020-2025: 36).

1.8.3 Improved customer experience

Customer care as a programme is critical in SASSA, as clients are very vulnerable. They are dependent on social grants as their only form of income, and therefore, customer service and the improvement of citizens' quality of life are priorities (SASSA strategic plan 2020-2025: 37).

1.9 Research methodology

Research methodology is described by Haradhan (2017:2) as the approach taken by the researcher in executing the research project. Walwyn and Chan (2019:4) state that it is the study of research methods and covers not only research design but also the reasons for the use of different methods in different contexts. The study made use of semi-structured interviews to collect data. Interviews were conducted between a researcher and an interviewee or respondent, to collect data on a set of topics and can be conducted face-to-face or electronically (Taherdoost, 2021:15). Ruslin, Mashuri, Rasak, Alhabsyi, and Syam. (2022:27) affirms semi-structured qualitative interviews as face-to-face discussion and assessment that have an open discussion in terms of theory or method but are not completely structured. Studies using such interviews typically involves systematic, iterative coding of verbal data, often supplemented by data in other modalities. Furthermore, DeJonckheere and Vaughn (2019:2) state that the reason and rationale for using semi-structured interviews for gathering data is to collect data from relevant interviewees who possess knowledge, behaviours, own views and beliefs related to the topic of interest. The research approach, design, population and sample, data analysis and instruments, including ethical considerations, are discussed below.

1.9.1 Exploratory research design

Boru (2018:2) explains that exploratory research is conducted when information is limited to the matter in question and a challenge has not been diagnosed and researched. Its intention is to experiment with the research topic with a variety of levels of depth but not to provide a conclusion to the research question. Exploratory research in social science is explained as an attempt to reveal new things with interest through a research study (Swedberg, 2018:2). Lim (2025:215) agree with the suggestion that a qualitative exploratory design permits the study to experiment with a research topic with limited coverage within the literature and permits the respondents of the research study to add value to the development of new knowledge in that area.

1.9.2 Population and sample

Majid (2018:3) states that the population is the aggregation of elements from which the sample is selected. The proposed study made use of purposive sampling to recruit participants according to pre-selected criteria relevant to the research question. According to Majid (2018:3), whether an individual is well-informed and meets the eligibility requirements a question should be raised to determine if an individual is willing to participate in a research study.

The inclusion criteria are the main characteristics of the population of interest, and a potential research participant must fulfil all criteria to participate in the study. Exclusion criteria, in contrast, are characteristics that may interfere with data collection, follow-up and the safety of research participants (Murphy, 2016:8). In purposive sampling, identified participants have the required special knowledge or experience (Nyimbili and Nyimbili (2024:95).

In the study, the researcher selected a sample of 20 members of the Senior Management Service (SMS) in SASSA. The selection criterion was based on the fact that these SMS members are the programme heads and cost centre managers within SASSA. This means they are responsible for implementing programmes that align with both the strategic and operational plans. Additionally, it's important to note that the financial allocations are directly related to their programmes since they act as cost centre managers. This alignment ensures that the budget is utilized effectively in accordance with their specific programme requirements.

Vasileiou et al., (2018:2) advise that studies conducted with individual interviews should be limited to a number not exceeding 50 interviews to manage the difficult task of analysing the data. The sample of the population for the study are members of SMS in SASSA, of which six

(6) came from the national office, six (6) from regional offices and eight (8) from major service delivery programmes of SASSA at district offices across the country.

Members of this management level were selected intentionally because they are responsible for project or programme oversights and are implementers; they are responsible for implementing their operational plan, and budgets are apportioned according to the approved operational plans. Furthermore, the researcher opted for homogeneous sampling as an addition to the sample framework to have an in-depth analysis of the same phenomenon utilising a variety of participants with in-depth experience and knowledge aged between 35 and 65 years in the institution (Shaheen & Pradhan, 2019:31).

In addition, Casteel and Bridier (2021:345) and Ishak and Abu Bakar (2014:29) assert that the primary focus of sampling in the study should be the collection of cases, events and actions that can bring a deeper understanding to the researcher about the phenomenon under study. Therefore, it is important that in the study, the sample framework is designed and restricted to up to 20 members of SMS (Programme Managers and Cost Centres) to attain saturation points for better analysis and conclusion.

Table 1.1 reflects the number of staff members in SASSA SMS, the sample and the reasons for collecting the sample.

Table 1.1: SASSA Senior Management Services Structure

Office	Oracle system report	Number selected	% use of population	Commentary
Head Office	26	6	21	SMS in this category are the policy makers. Therefore, 21% share of the population was randomly selected
Regional offices	32	6	19	In this level, service delivery programmes are their responsibility in ensuring that strategic plan, annual performance plan and policies from National level are operationalised. SMS in this category are the policy translators. Therefore, 19% share of the population was randomly selected.
District offices	15	8	53	This level is critical as it the implementation stage. They are the forefront of service delivery; they face the clients and critical stakeholders and account for 53% of the population in this study.
Total	75	20	27	

(Source: SASSA, 2021:1)

During the implementation of the research project, particularly when data collection was ongoing, the researcher reached the saturation point at interviewee number 16. However, the empirical study continues to collect data from 20 interviewees, but it became clear that the same information was being collected from interviewee number 16; hence, after Interviewee 20, the data collection process was stopped. Saunders et al., (2018:1896) confirm that when a researcher starts to collect or hear the same information collected already, it confirms that data collection has reached a saturation point and must stop collecting data. Mwita (2022:414) confirms that collection of data must be done continuously until a point is reached where no further information can possibly be collected. Hence in the study at the point of interviewee 16 the researcher became aware that new data is not coming forward. Despite this the researcher continues until the interview with interviewee 20 was completed whereafter he discontinues with the collection of data.

1.9.3 Data analysis

Content analysis of qualitative research can be utilised to investigate various data types. Still, the information needs to be changed into readable text before the data can be analysed. If the information originates from available texts, the selection of the content must prove anticipated knowledge (Erlingsson & Brysiewicz, 2017:94). Chakrabarti and Frye (2017:1353) argue that research findings presented from the qualitative content analysis are risky, even if it is a norm to utilise classical citations to give grounds for conclusions.

When interviews are translated into text, the following questions arise: (1) should all the interviewer's questions or only the core questions from the interview script be converted into text? (2) should the utterances be translated as they are or summarised into text, and (3) should results of observations during the interview (e.g., sounds, pauses and other audible behaviours) be translated into text or not? (Chakrabarti & Frye, 2017:1357).

The study made use of Atlas.ti software for qualitative data analysis since it involves large sections of text and visual and audio data. Atlas.ti provides support to the researcher when analysing data, in which data is analysed and interpreted using coding and annotating activities (Nanez-Silva, Quispe-Calderón, Huallpa-Quispe, Larico-Quispe.2024:02). This package serves as an enabler that assists the analysis process by assisting researchers to find what they are looking for, retrieve data in all kinds of ways, think and work with their data (Smit and Scherman 2021:02).

1.9.4 Data collection instruments

The selected qualitative data collection instruments, namely semi-structured interviews, were utilised to gather information. The concern of reliability is also related to repeatability. A scale or test is reliable if it gives the same results when other things remain the same (Moser & Kalton, 1989, cited in Taherdoost, 2016:33). In qualitative studies, validity is not an isolated fact or a product but a continuous process. It should be visited at the start of the research until its publication (Hayashi et al., 2019:103). However, Andersson, Boateng, and Abos (2024:02) argues that reliability and dependability could threaten the validity/credibility of data.

A greater number of the usual qualitative reliability tests, such as member checking or peer checking as a support mechanism, ensure that the researcher has adequately analysed the data. Reliability in qualitative study is essential, particularly in the examination of trustworthiness. When creating perfect studies through reliability and validity in qualitative research, the “trustworthiness of a research document centres around issues conventionally discussed as validity and reliability” (Hayashi, Abib & Hoppen 2019:98) In this study, the researcher used of semi-structured interviews and document analysis as strategies to assuring the reliability and validity of the findings from the collected data.

1.9.5 Recruitment strategy

As soon as the approval to conduct a study in SASSA was granted by the CEO of SASSA, the participants, in SASSA, were contacted to make the necessary arrangements for interviews in the research study. At that moment, participants were given the informed consent form to be signed. The recruitment strategy that was applied in the research was cost-effective, appropriate, and suitable for the participants. Furthermore, using technology where participants are in different areas of the country, such as telephone and cellular calls for recruiting participants and confirmation of the discussion via emails and internal mail was useful (Manohar et al., 2018:16-17). The notable shift in the method of conducting meetings and data collection during the challenging period of the COVID-19 pandemic. The unprecedented global health crisis brought about by the pandemic necessitated a significant change in the way institutions interact and conduct business. In light of health and safety concerns, face-to-face meetings were replaced by virtual meetings, with platforms such as Microsoft Teams being a preferred choice for seamless collaboration. Virtual meetings, particularly in the form of Microsoft Teams meetings, were utilized as an effective method for data collection in this research studies.

1.9.6 Potential risks of taking part in the study

There was a low-risk possibility because of fatigue and inconvenience, which participants in the study had experienced. Those participants who felt uncomfortable about being recruited and, if recruited, answering some questions regarding the entity for which they work, as a low risk, they were mitigated by allowing participants a break during the interview process.

Furthermore, participants were assured that (i) participation in the study was voluntary and that a participant was able to withdraw from the study at any time, and (ii) that all data collected would be kept anonymous and confidential and that the identity of participants would always be protected by using codes in the final document. Additionally, replacing or substituting participants who withdraw was the last mitigating strategy should need arise. Finally, if data collection occurs during working hours, then “loss of working hours” is a low risk, and was mitigated by reschedule of interviews as per the availability of research participants.

1.9.7 Ethical considerations

The ethical considerations that applied for the purpose of the research were thorough compliance with ethical practices, obtaining informed consent from the participants, approval from the Chief Executive Officer (CEO) of SASSA and, finally, approval from the ethics committee of the University of the Free State. The ethical practices and data collection instruments were validated by the relevant ethics committee of the University of the Free State for ethical clearance. Regarding informed consent, the participants were provided with formal correspondence detailing the proposed study and seeking permission for their participation. In this regard, a research document was made available that expressly indicated the title, origin and purpose of the research, the procedures to be carried out, risks and benefits for participants, risk mitigations, and, if needed, who will bear the costs (Perez et al., 2017:23).

1.10 Framework of the study

Chapter 1: Background and Orientation

This chapter provides an overview of the contextualised research problem statement and the reason for the study. Amongst other things, the following sections will be included in this chapter: the introduction to the research, the objective of the study and a clarification of the aim and objectives of the research. The chapter presented introduce the research methodology, the viability of the study and the contribution made by the study.

Chapter 2: Supply Chain Management and Service Delivery in Government Institutions: A Theoretical Exposition

The chapter represented the theories related to SCM practices. The chapter focused on the theories to be used in the study and will outline SCM theories in detail. These are the transaction cost economics (TCE), network, agency, resource dependency and new public management theories. Furthermore, subsequent sections in the chapter focused on the service delivery drivers, including, amongst others, the governance structures championing service in grant administration of SASSA. An account of service delivery management is given, where key areas such as quality, cost and time service management are the areas of focus. The other areas of focus are the SCM legislation, the SCM model as prescribed by the National Treasury and the importance of oversight. The conclusion will follow in section 2.11.

Chapter 3: International Perspectives on Supply Chain Management in Government Institutions

Chapter 3 focused on international perspectives of public SCM, and countries such as the USA, Australia, and Canada will be compared to the SA perspective. The procurement check and balance of these countries to confirm the uniformity is also verified. The impact of the COVID-19 pandemic on the processes of SCM and how emergency procurement of countries of the world was exposed by the disaster. This chapter also entertained the build-up from COVID-19 lessons to develop flexible and responsive SCM. The African country's readiness during COVID-19 and the corruption that emerged was tabled. However, opportunities derived from the COVID-19 were entertained as well.

Chapter 4: Legislative and Regulatory Framework Governing Supply Chain Management in Government in South Africa

The chapter focused on the legislation that governs SCM in the public sector, starting with the Constitution (1996), the Public Finance Management Act 1999 (Act 1 of 1999), the Preferential Procurement Policy Framework Act 2000 (Act 5 of 2000), Broad-Based Black Economic Empowerment, 2003 (Act 53 of 2003), and related legislation have a direct relationship with SCM in general. It is also the chapter in which the frameworks and policies will be expressed together with the SCM model. The chapter presented introduce the subject details of the SA

tendering system in public procurement. This will be followed by a discussion of the tendering processes and procedures in and an outline of the delegation of authority in this chapter. Lastly, the procurement preferences will be explored. An outline of the procurement irregularities and unauthorised expenditure will follow this. Lastly, the chapter presented the outline service supply chain management.

Chapter 5: Critical Factors Influencing the Performance of Supply Chain Management

The chapter focused at case studies in institutions to identify critical SCM performance factors that can assist institutional performance. The relationship between supply chain performance and performance will be exposed in this chapter.

Chapter 6: Research Methodology

In this chapter, the study's methods, techniques, and strategies were highlighted, and step-by-step details of how the information was gathered will be given. The population and sample will be identified and motivated in line with the selection of the research method.

Chapter 7: Data Analysis and Research Findings

The chapter presented analysis and discussion of the research findings. The researcher made use of Atlas.ti to analyse the collected data and present the analysis according to the interview guide and the themes that emerged from the study.

Chapter 8: Recommendations and Conclusion

This chapter contributed a set of recommendations for how to improve SCM for the purpose of effective and efficient responses to service delivery requirements at SASSA. It also provided a way forward to ensure that institutions of government are responsive and flexible during times of need.

1.11 Conclusion

In the research study, titled "Supply Chain Management and Service Delivery in the South African Social Security Agency", several questions must be answered to satisfy the research objectives. The fundamental question is: Does the method with which the supply chain of

SASSA is implemented and managed decelerate service delivery in a public sector institution such as SASSA?

The research topic addresses the effect of SCM practices and implementation in decelerating service delivery programmes, focusing on SASSA. In the research, a comparison was drawn between the processes and practices in private sector SCM and those of the public sector to determine the best approach to creating flexibility and responsiveness to the services needed by citizens.

In the study, a qualitative method has been selected. It is because the qualitative method makes it possible to extract deeper knowledge of the interviewees' experiences and perspectives. The research has discussed the research population, research sampling and data collection methods used in the study. Attention was given to ethics in research, and the chapter ended with an outline of the chapters of the proposed thesis. It is the researcher's view that SCM practices and implementation decelerate the performance of an institution.

CHAPTER 2: SUPPLY CHAIN MANAGEMENT AND SERVICE DELIVERY IN GOVERNMENT INSTITUTIONS: A THEORETICAL EXPOSITION

2.1 Introduction

The efficiency in the business operational processes in the delivery of services by SASSA plays an essential role in the social and economic development of the citizens of South Africa. Noting that resolving the challenge of poverty has remained one of the primary concerns of the SA government since 1994. The World Bank (2018:11) reported that 40% of the SA population lived below the lower-bound poverty line (LBPL) in 2015, rising from 36.4 per cent in 2011. In absolute terms, this translates to over 3.1 million more South Africans slipping into poverty between 2011 and 2015. Van der Westhuizen and Swart (2015:734) and the UNDP (2014:71) confirm that in SA, the lack of opportunities and dependency on social grants results from inadequate employment, with high unemployment as the critical driver of both poverty and inequality.

In terms of section 27(1)(c) of the Constitution (1996), which is also the constitutional mandate of SASSA, it is the constitutional right of South Africans to access social assistance, including those who are incapacitated to support themselves and their dependents.

It is, therefore, the responsibility of SASSA to provide social assistance and to improve its mandate of the social assistance programme with the objective that all South Africans, including eligible refugees, are included in this programme (SASSA Annual Report, 2021/22).

According to the Department of Planning (DPME), in partnership with UNDP the National Development Plan 2030 (NDP) has a 74% convergence with the Sustainable Development Goals (SDGs) and prioritises job creation, the elimination of poverty, the reduction of inequality and growing an inclusive economy by 2030 (Stats SA, 2019:2). The priority of poverty reduction is directly impacting on SASSA's policy mandate, in which SASSA is expected to contribute to ensuring that no South African lives below the extreme poverty line by 2030. The vision of the NDP is that SA should have a comprehensive system of social protection that includes social security grants, mandatory retirement savings, risk benefits (such as unemployment, death and disability benefits) and voluntary retirement savings (NPC, 2011:53).

For this purpose, SASSA provide the current temporary relief of distress grant to individuals who are experiencing undue hardship, and to support people during disasters and lastly to vulnerable groups such as women, children and people who are physically challenged (people living with a disability) are supported with social grants.

To attain its constitutional mandate highlighted above, SASSA needs to have proper systems and controls in place that will enable its processes to take place economically, effectively, efficiently and timeously. According to Haggège et al., (2017:09), the effectiveness of internal processes of institutions tends to increase process efficiency by reducing costs and time to communicate services. The introduction of a special grant by SASSA in the form of the COVID-19 R350 social grant fits well into this as an example. Marie-Nelly (2021:1) and Senona et al., (2021:19) confirm this argument and conclude that SA's new COVID-19 special grant as part of the social protection program had assisted in protecting needy people and ensured that they can meet their basic needs at ease, using the electronic application, especially during the COVID-19 pandemic when fiscal resources were under pressure and no physical interaction was permitted.

Therefore, institutions such as SASSA, which deals with poverty alleviation, are under pressure to meet citizens' expectations. The flexibility and agility in providing services through SCM processes are central to the citizen's expectations. In recent times, South Africans have become more aware of their constitutional rights and are informed and aware of public service mandates or service charters. However, the service process should be shortened to deliver the service at the right time when it is needed (Denbighshire County Council (2024:15).

Service delivery performance is critical for SASSA and it is outlined as the delivery of services in an accurate, reliable manner, and at the time that is required. Delivery performance can be explained as delivery that is accurate, delivery that is reliable or on-time, where the latter is referred to as delivery precision as one of the most common Order-to-Delivery performance measurements (Sundstrom & Tollmar, 2018:12; Forslund et al., 2008).

Resilience and agility are fundamental to effective service delivery, in a rapidly changing global economy, institutions must therefore be adaptive, pivoting at pace to meet whatever supply chain challenge may be around the corner (Diez-Simson, 2020:2).

According to Olivier et al., (2003:9), people receiving social grants still face social challenges and become more vulnerable, there is a need for social grant access in a more friendly environment. Government social grants and pensions were also important and contributed 24% to poverty reduction and 44% to reducing the poverty gap. SA has made progress toward creating an efficient social protection system, but further expansion is likely to be fiscally unsustainable under the current low growth and financially constrained scenario (World Bank, 2018:61).

Therefore, the delivery of social assistance by SASSA is embodied by the service delivery drivers that will be discussed later in this chapter: institutional governance structures, digitisation or automation of business processes and systems, cultivating strategic awareness,

agility and flexibility in the processes and procedures. These service delivery drivers are seen to be the instruments of change in ensuring that the objective of the NDP 2030, i.e., access to social grants to alleviate poverty amongst vulnerable groups such as women, people living with disability and others, is achieved.

The provisioning of basic services to the people of the country is central to the goals of the government, and supply chain management (SCM) plays a critical role in the realisation of these goals. It is, however, important that this point of view, and in the context of this research, be supported by a theoretical framework as a blueprint (Adom, Hussein and Agyem 2018:438). SCM theories identified for the purpose of the study highlighted general ideas and approaches within the discipline as it provides the structure to clarify how you will philosophically, epistemologically, methodologically, and analytically approach the dissertation (Grant & Osanloo, 2014:13).

The main reason for considering these theories is to find a conducive approach in which SCM functions can support the acceleration of social services delivery executed by SASSA. The chosen theories in this chapter would offer a focal point for strategies needed to be developed for SCM processes in SASSA for acceleration of service delivery. The theories outlined have been selected to assist the researcher in achieving the main objective of addressing SCM weaknesses that could negatively affect efficient and effective service delivery programmes in SASSA.

The dependency theory is acknowledged when in an environment where the economy of certain countries is suppressed by the development and expansion of another (Kvangraven, 2020:78; Dos Santos, 1970:231). Resource dependency theory (RDT) is of a strategic nature, and senior officials in government must understand the importance of stakeholder relations and the power of an integrated management approach to address resource limitations which will affect efficiency and effectiveness in service delivery. In certain instances, the government depends on its agencies, such as SASSA, to implement and maintain services, such as social grants services.

The Agency and transactional economic theoretical frameworks will be used to review SCM practices and implementation in seeking to find solutions to address the problem of service delivery as indicated in the problem statement of the research study. Finally, the NPM suggests that it is the government's objective to improve public sector management systems to enhance efficiency, effectiveness, productivity and competitiveness in service delivery.

2.2 Theoretical Framework

The key concept of the study's problem statement and research question formed the basis of the researcher's identification of the relevant research theories. Prescriptive SCM practices in the public sector, inflexibility and a lack of discretion and responsiveness are key in the theoretical framework of the study. The theoretical framework provides a picture or navigation about which aspects of the research process to be undertaken, i.e., definition of the problem, literature survey, methodology, presentation and discussion of the findings (Nhan, 2020:2; Adom et al., 2018:438). Theory and research are part of the scientific method where knowledge is acquired, corrected and integrated into justifiable knowledge. Furthermore, it refers to the sustainable methods and techniques applied to reach a certain objective (Van der Waladt, 2017:186).

Figure 2.1 below, shows the theoretical framework, which reflects the relationship between the problem statement, the research question and the different theories. The study is theoretically grounded on the identified theories as depicted in Figure 2.1, which will be discussed in the next paragraphs to reflect their relevance to the study.

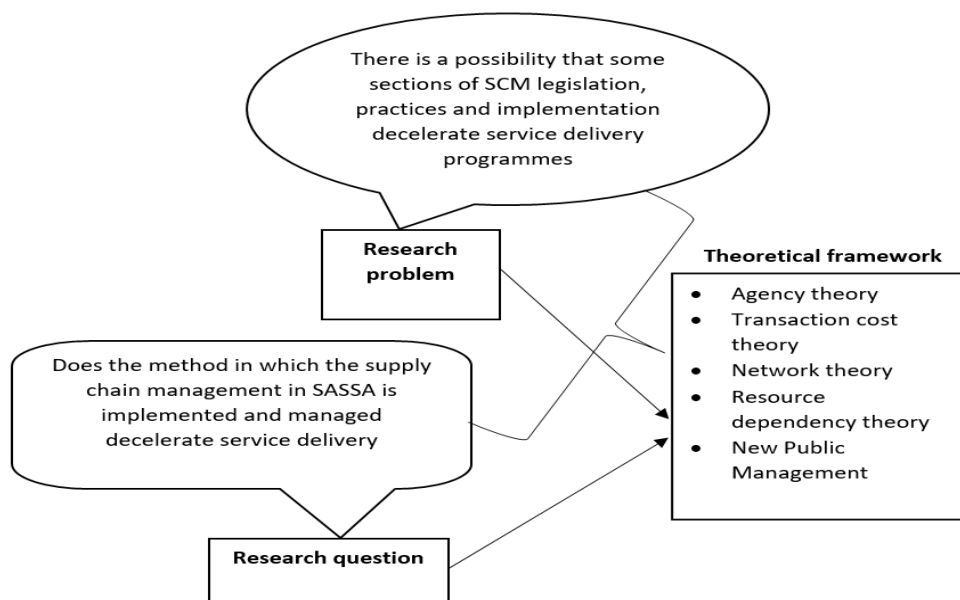


Figure 02.1: Theoretical framework (Source: Own compilation)

2.3 Theories for the Research

The importance of research theories in scientific enquiry is to guard against unscientific strategies to find solutions or answers to the challenge, risk, problem, or issue investigated

(Yahaya et al., 2019:846). Furthermore, Kivunja (2018:48) cites that it provides the opportunity to clearly state your theoretical assumptions so that your supervisor, co-supervisor and examiners will know what guided your data analysis and interpretation. Below are the selected theories used in the research.

2.3.1 Agency Theory

The study made use of the agency theory by focusing on two critical areas of inquiry i.e. positive agency and principal-agent theories (Beal Partyka 2022:2; Fitri et al., 2019:25). Whereas supply chain management is regarded as a contract where the principal (government) requests the other person i.e. the agent (Suppliers) to execute certain projects on its behalf (Chrisidu-Budnik & Przedańska, 2017:154; Husted, 2016:179). With this SCM theory, the collaboration is determined by the principal ability to reduce the cost of the agency it represents whereas the other party is determined to create relationship of dependency while concurrently seeking to maximise its profit (Fitri et al., 2019:25). Therefore, SASSA in the payment of social grant is appearing as a principal because it has appointed the agent to disburse the payment of social grants to beneficiaries.

This then means SASSA has appointed SAPO as the agent to execute the function on its behalf (Reporter, 2017), even though the transaction cost theory is in contrast with the view that the core business should be in-sourced to have control and ownership of the business. Oliveira and Filho (2017:597) cite that the agency theory in the public sector is applicable and common because most of the projects are outsourced due to the lack of capacity of the sector to deliver on its own; hence, there is also a public-private partnership that can be part of the public sector strategy.

In another context an institution such as SASSA employs staff members (agents) in areas of specialisation as per the requirements of the positions; later, the institution may discover that the employee's work is not according to the institutional expectations. The Agency theory argues that in this scenario both parties might have different understandings of their goals, and the principal may be unable to apply performance management to the agent as a mitigating strategy because of specialisation of the function (Gurbaxani & Kemerer, 2011:281). Furthermore, the authors cited that there are no costs incurred in the sharing of information because employees, in most cases, are better informed about their tasks. Due to their specialisation, the costs or losses to be incurred as a result of the unavailability of the process of sharing information and that of performance management, is the agency costs (Gurbaxani & Kemerer, 2011:281). Namazi (2013:42) also argues that in a situation where

management is monitoring the control of the output via systems, the principal is unable to ascertain the level of efforts of management through the accounting system or reports.

Therefore, moral hazard emanates when management can blame other aspects than lower efforts when poor performance and unfavourable results are recorded. In responding to the above-cited challenge, Namazi (2013:43) contributes that this risk of moral hazard can be mitigated by the introduction of a management control accounting system that accounts both on output and management action, where this accounting system has early warning indicators reporting on observations of the management 's efforts and the amount of accounting data reporting on incomplete information.

Husted (2016:181) argues that in the agency theory, there is one party that has more information than the other, and most times, the principal is the uninformed party. This statement is related to SASSA when the CPS was appointed to pay social grants; when the contract came to an end, the principal's panic was evident, and the agent held onto information and accounting system records for contract extensions and business. This supports, Fitri et al., (2019:23) who argued that the agency theory is applicable to situations in which one party represents authority to the other in the form of decision-making and control related to specific tasks.

2.3.2 Transaction Cost Theory

According to Chen, (2017:297) and Kuo & Liu, (2017:206) Coase (1937) who was a British economist, proposed the transaction cost theory concept in an article where transaction cost as a unit of analysis was used. Coase's (1937) study refers to the execution of complex business contracts that need priority on monitoring, enforcement, renegotiation, mediation and arbitration in extreme cases (Ketokivi & Mahoney, 2020:1015). In addition, Garfamy (2012:139), supported by Williamson (2008:6), stresses TCT as a theory that enriches the knowledge to determine whether it is prudent to insource or outsource an activity. In the supply chain environment suppliers or dominant firms can control the market through substantial barriers to entry. The aforementioned requires monitoring and enforcement of contract conditions by government institutions as well as other agreements to mitigate the risks of opportunistic behaviour by counterparties (Holland, 2014:16). Chen (2017:297), Williamson (2008:6) categorised transaction costs into ex-ante and ex-post, where transaction costs entail the gathering of information, service provider's engagement and contracting costs as ex-ante. Whereas ex-post is referred to as transaction costs that are incurred during the implementation, monitoring and enforcement of the existing contracts (Yahaya et al., 2019:49-50; Meinlschmidt et al., 2018:1892).

SASSA, as an agency of government, has several projects that deliver services to citizens. Some of these projects, such as online applications of social grants and queue management systems (QMS), mostly in the information technology environment, must be outsourced due to a lack of capacity in SASSA. However, core business functions, such as payment of social grants to the beneficiaries, should rather be performed by SASSA itself due to the risk involved. The decision to outsource projects is the decision of an institution guided by the transaction cost theory (Kuo & Li, 2017:144). The main focus of TCT is on the category strategy, supplier strategy, quotation evaluation, operative procurement and supplier evaluation (Schwabe, 2013:3). These main objectives of TCT are similar to the SA procurement system where procurement planning, drafting of specifications according to need, advertisements of requesting bids, evaluation of bids, selection of service provider and appointment and contracting of service provider is performed.

From the discussion above, when applying TCT theory in the institution, a decision from the process of procurement based on the business capacity and institution should either choose to make or purchase and sourcing strategy as a decision point respectively (Schwabe, 2013:8).

2.3.2.1 A decision to make or purchase in the transaction cost theory

It is a management competency and their decision to create a unit or a process, such as cost and management accounting within the institution that will perform critical functions to prevent risks relating to high transactional costs (Namdar, J., Li, X., Sawhney, R. & Pradhan, N. (2017:07). Schwabe (2013:8) indicates that there are mechanisms available to guide management to decide when to outsource or insource a critical service from the market and also to establish a unit as an insourcing strategy within the institution. However, there is an argument that a safety net should be provided to ensure that the performance of a service provider is monitored to procure or install high technology and assets complying with the designed specification using outsourcing as a strategy in SCM (Cuypers et al., 2021:114).

Williamson (2010:24) is of the opinion that in the event of poor or inadequate service delivery, the institution is left with no option but to appoint a new service provider or establish a suitable unit that will be providing the service needed by the institution (insourcing strategy implemented). The latter statement relates to the current situation in SASSA, where the South African Post Office (SAPO) was the service provider to distribute cash payments to beneficiaries across the country, which is threatened due to poor performance and non-compliance with Master Service Agreement (MSA) and Service Level Agreement (SLA). Post Offices advised SASSA beneficiaries to use alternative channels during May 2022 due to a

cash shortage in SAPO outlets (SAPO, 2022). The impact of the non-compliance to MSA and SLA had serious consequences where beneficiaries were found to be stranded, particularly in areas where there is no alternative infrastructure like big merchants, as recommended in the media statement.

2.3.2.2 Sourcing strategy as part of the transaction cost theory

It is the responsibility of government institutions such as SASSA to conclude whether to procure services using a single service provider or various service providers. Before the appointment of SAPO as a single Paymaster SASSA made use of the services of different paymasters such as CPS, AllPay and Impilweni for the payment of social grants. Therefore, it is believed that TCT principles should guide the decision whether to have a single or multiple service providers providing payment services on behalf of SASSA. Furthermore, the transaction cost theory confirms that collaboration on projects with a service provider such as payment of beneficiaries might create a risk of performance failure due to uncertainties (Schwabe, 2013:8). In addition, the use of a single service provider as in SASSA, where SAPO is appointed as the sole service provider to pay social grants might create a risk of loss of control for grants beneficiaries, control over core function and possible increase in the service costs (Namdar, J., Li, X., Sawhney, R. & Pradhan, N. (2017:07).

Grover and Malhotra (2003:4) argue that in the event of a sole service provider, there is a tendency of opportunism where parties create unnecessary transactional costs when engaging in behavioural issues that lead to constant monitoring. On the other hand, using multiple service providers puts pressure on coordination and administration efforts (Schiele et al., 2011:354). However, there is a benefit to the administration fee because these costs get distributed across multiple service providers, lowering costs as the dependency is not on one service provider (Schwabe, 2013:9).

According to SASSA's Annual Performance Plan (APP) (2020/21-2022-2023:68), there are high risks identified where SAPO has been unable to perform in accordance with the Master Service Agreement (MSA) and Service Level Agreement (SLA) since the inception of the contract. These relate to the late payment of cash to beneficiaries during the payment dates and ever-increasing beneficiary complaints, which have already created public negativity and reputational damage.

There is an argument by Četković et al., (2016:4) that the outsourcing of services by the institution is meant to reconfigure the entire business processes to improve the value, efficiency and effectiveness of the institution. Thus, outsourcing can be taken as the review of the business process re-engineering (BPR), which targets the institutional renewal where

tactical and strategic benefits might be realised through changes in the financial implications and key competency (Ćetković et al., 2016:4).

The theory is supported by the decision taken by SASSA to embark on a business overhaul through BPR, where the service provider was externally sourced to lead the process of structural change and renewal. The BPR in SASSA is aimed at ensuring that efficiency in the transactional costs in the business process is achieved (SASSA Annual Report, 2019/20:26). The sourcing strategy in public institutions does have SCM governance structures such as Bid evaluation and Bid adjudication committees (BACs) established in terms of the Public Finance Management Act, 1999. Yahaya et al., (2019:51) agree that governance structures in SCM such as bid committees do prevent any opportunism and protect the integrity of the public institutions and service providers.

These structures put emphasis on accountability, efficiency, transparency and value for money in public institutions as central responsibilities of management. However, according to Yahaya et al., (2019:51) strict compliance with SCM laws may impact the business operations of institutions thus affecting service delivery.

Therefore, Figure 2.2 below shows that where there is a high level of asset specificity, (like in the case of SASSA's payment system) the institution ought to in-source the service, and in a low asset specificity environment, the institution must outsource the service. In the case of SASSA, this theory suggests that the core function of payment of social grants ought to have been in-sourced due to its higher dependency and key to the institution, whereas activities like the Social Relief of Distress (SRD) programme particularly during disasters where food parcels, blankets and mattresses must be procured can be out-sourced precisely because they are not core activities of the institution. The second scenario suggests that when institutions have high levels of uncertainty in-sourcing should be recommended and when low levels of uncertainty is experienced outsourcing is recommended.

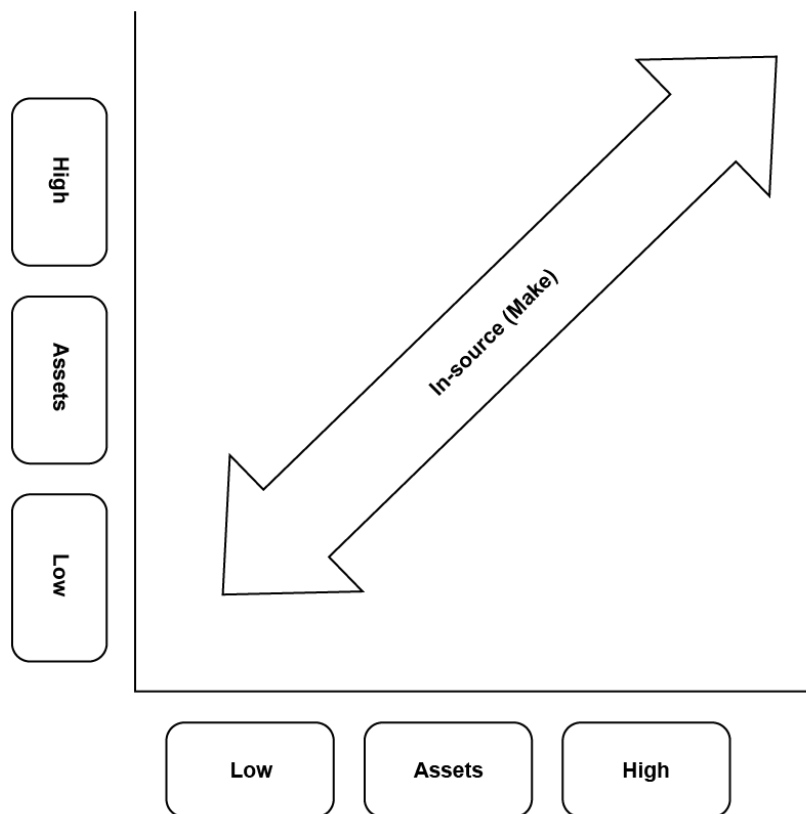


Figure 20.1: Transaction cost economic theory (Williamson, 2008; 2002)

2.3.3 Network Theory and supply chain management

The SCM environment uses a network approach for purposes of efficiency and responsiveness, and it is important that data collection and stakeholder engagement and relationships are maintained. Hence, the network theory is used to analyse the internal and external supply chains, which operates as networks and the management of these networks.

According to Kluger, Gorris, Kochalski, Mueller and Romagnoni (2020:1102), the network theory can be understood as systematic processes that collaborate network structures resulting in outcomes for individuals and groups.

The network theory assists supply chains with demand planning through the streamlining of the resource attained via the establishment of strategic long-term collaborations (Wellenbrock, 2013:3). The important adjustment in the dawn of advanced technological business management exists precisely so that individual public institutions or agencies like SASSA avoid competing among themselves as unique entities but rather form part of supply chain networks. According to Claudino & Mendes dos Reis, (2014:490) modern supply chains are characterised by complexity and should be aligned with the changes that occur globally.

SCM can be designed as a network that connects autonomous business units in the institutional network to provide services (Hearnshaw & Wilson, 2013:444). Public sector institutions need network connections in SCM to enable them to increase the efficiency of the system. A short process in the information flows suggests and confirms that the SCM can disperse and circulate information swiftly throughout the entire system of public sector institutions, which facilitates the efficiency and economical flow of limited resources.

Efficient SCM systems in public sector institutions take the shortest characteristic path length for all connection types in the value chain of public sector institutions (Claudino & Mendes dos Reis, 2014:490). Therefore, the network theory prioritises the value chain generation through the network or inter-institutional relations and increase the resources' capabilities and the competencies of individual public sector institutions (Mapanga 2017: 11).

2.3.4 Network Theory

Klijn and Koppenjan (2012:3) distinguish between three network theories. These are the policy network which focusses on managers as participants in decision-making in policy networks and have power and access to the decision-making process. Second, inter-institutional service delivery and policy implementation network which assumes that institutions depend on other institutions for resources for their survival and, therefore, interact with these institutions (and thus networks emerge). Finally, the authors identify the tradition of managing networks focuses on solving public policy problems through and in networks. The beforementioned stresses the complexity of the decision-making involved in achieving policy outcomes.

Table 20.1: Types of governance networks in empirical research and their characteristics

	Policy networks	Service delivery and implementation	Managing networks
Main origin	Political science	Organizational science/inter-organization theory	Public administration
Focus	Decision making and effects, closure and power relations on issue and agenda setting	Inter-organizational coordination, effective policy/service delivery, integrated policy/services	Solving societal problems, managing horizontal relations, connecting networks to traditional institutions, deliberation processes
Main research questions	Which actors are involved in decision making (which network exists around the decision?) What is the nature of the power relations/entrance to the network? Which are the effects on decision making?	What does the network around service delivery look like? How are networks around complex integrated services coordinated? Which mechanisms are effective and efficient (contracting, partnerships, etc.)?	How can networks around societal problems be managed? How should networks be organized and connected to traditional institutions? How can the variety of content be improved? How can various value judgments be combined?
History	Started with the pluralist political science research of the 1960s and continues to focus on subsystems, policy communities, and policy networks	Started with the first inter-organizational theorists that focus on inter-organizational coordination and continues to focus on service delivery contracting, and implementation	Started in the mid-1970s with work on intergovernmental relations (Scharpf, 1978) and continues with analyses of new forms of management, including their effects and requirements

(Source: Klijn, 2008)

The policy network is aimed on stakeholder relations i.e. between the state and interest groups where their interest is on the influence on public policy making (Varone et al., 2019:2; Klijn & Koppenjan, 2012:4). The service delivery and implementation network put emphasis on the coordination problems in delivering public services in a fragmented setting. In the last instance, the managing networks focused on solving complex policy problems through horizontal coordination between interdependent actors (Klijn & Koppenjan 2012:4).

The study is supported by the network theory. Wellenbrock (2013:2) argues that through application of the network theory in SCM a contract is created between all interested parties; this theory assists SCM, particularly acquisition management, in the most important decision points, i.e. either to source or outsource the service. It gives a creator assistance in demand management, where the designing or drafting of institutional specifications for resource allocation and determination of strategic agreements are required. The last decision point in SCM is the negotiation when the institution is embarking on a long-term relationship with the outsourced service provider. Therefore, SLAs are drafted and signed through which the relationship with the service provider could be managed (Wellenbrock, 2013:3). Table 2.2 shows the decision matrix of the network theory.

Table 2.20: The Decision Matrix for the Network Theory

Theory	Decision points			
	Make or buy	Selecting specific source strategies for each commodity	Selecting supplier strategies and making supplier portfolio decision	Awarding contract after negotiating with supplier and taking the supplier strategy into account
The Network Theory	• High information sharing • Clarifies demand uncertainties • Make accuracy in demand forecast • Risk sharing	• Strategies mostly connected • Choose from greater set of suppliers • Ensurance of supply of critical commodities through relationships • Openness of supply market • Information sharing of strategies, technological know-how and skills	• Trustworthy relationships • Value adding on both sides • Long term relationship • Transfer of knowledge to increase performance • Competitive advantage	• Long term contracts • Partnership formation • Ensures current and future needs, also for critical commodities

(Source: Wellenbrock 2013:8)

The network matrix in Table 2.2 provides options for the institution's decision-making; during the demand planning, a clear indication as to whether service will be insourced or outsourced should have been guided by the institutional capacity. At this stage, information sharing with

relevant stakeholders is critical as this will ensure that demand uncertainties and forecasting are handled properly to mitigate risks associated with demand management as the first phase of the SCM process. The selection of source strategy for each service or commodity indicates that some of the services might be in-sourced whereas the core activities remained the responsibility of the institution to in-source to keep control of the transaction costs minimal. It is advisable that when deciding to outsource the service or commodity, the transfer of skills from the service provider to internal staff is built into the contract, and SLA is monitored to ensure that agreements are implemented.

It is the responsibility of the institution to decide if they take a network approach so that the institution will benefit from taking advantage of strong networks (Gautam & Prabhakar, 2019:92).

2.3.5 Resource Dependency Theory (RDT)

According to Yin and Ran (2021:12) and Asnordin et al., (2020:724) the RDT attempts to build capacity internally by reducing institutional dependency on other institutions and further ensuring that capacity is secured for themselves. However, though the resource-based theory puts emphasis on internal resources it is common course that no institution can survive in isolation, as it needs the support of others to survive. This illustrates the importance of the RDT in SCM because it outlines the dependency on mutual relationship and trust for institutional efficiency and survival (Perdana et al., 2018:1826).

The RDT outlines the vision of the institution to organise critical resources in the external environment for its survival and strengthen its integrated approach with service providers and clients to sustain its existence (Saeed et al., 2018:4). RDT, as cited by Kiessling (2015:172) and Hillman et al., (2009:1417), refers to institutions having power by means of collaborative joined strategies as a result of controls over the resources.

Chebet et al., (2020:62) believe that institutions will benefit from a strategic partnership in the RDT because it encourages institutions to work together and depend on one another for strength and trust in the relationship. In the supply chain management context, this business relationship that is standing on commitments and trust will provide improved services to government and communities (Chebet et al., 2020:62). The conclusion is that if the relationship is managed effectively this can bring a positive contribution to the well-being of the institution financially and as far as performance is concerned (Zehir et al., 2018:164).

In contrast, there is a perception in the RDT that resource power is central to the parties because they find ways to reduce the dependency factor in their business strategy for purposes of dominance and survival (Nienhuser, 2008:13). It is also argued that RDT does

have a number of perceptions of control and silo mentality, necessary for the power-oriented view on inter-institutional dependence and the concept of bounded rationality serving as a source for uncertainty where the uncertainty of resources is one of the most important of the environmental difficulties faced by institutions (Zehir et al., 2018:164; Delke, 2015:3).

In the public sector environment, it is crucial to approach the delivery of service in an intergraded manner, particularly where it is justifiable that the resources are scarce; , this collaboration created an abundance of resources and allowed public institutions to perform their tasks more effectively. Furthermore, public institutions are established to create public value by executing tasks to fulfil the mandates hence a need for stakeholder value and relationships (Fraczkiewicz-Wronka & Szymaniec, 2012:19) It can therefore be concluded that the strength of public institutions lies in the stakeholder relationships to obtain resources which are available in the environment and are held by different stakeholders

It is a common practice that governments, in their own programmes, outsource some services to service providers, such as SASSA outsourcing the payment of social grants to CPS, thereby creating quasi-markets. They are created by governments, to attract providers of social services traditionally delivered by the public institutions. According to Coupet & McWilliams, (2017:2) the reason for this is that the social goals of government with procurement must be met, and due to capacity constraints.

Furthermore, this has created competition among service providers, of which the government can dictate and control the environment by putting the terms and conditions of these contracts in favour of government objectives and goals. This can also lead to reduced costs and benefits on capacity building within the government environment. In the context of RDT, the government use the strength of resource dependency to direct business of government such as SCM, staffing and reporting. This can play an active role in influencing the governance of institutions that are dependent on government resources (Coupet & McWilliams, 2017:7).

2.3.6 New Public Management (NPM) Theory

The theoretical underpinning of the study is also found in the New Public Management (NPM) Theory. Mongkol (2011:36) has cited NPM as best management techniques and approaches tested in the private sector to be implemented in the public sector. These management practices were brought to the public sector with the belief and hope that they will function well in the public sector and increase efficiencies (Kapucu, 2006:889).

The view is that the characteristics of good governance in public management reforms are the primary aspects in the quest for market-based and private-domain-based paradigms to public sector management with a flavour called NPM (Gumede & Dipholo, 2016:43). Furthermore,

Gumede and Dipholo (2016:43) argue that NPM is an image or sign used to reflect a managerial culture that believes in citizen's orientation and customer centralisation as well as accountability for results.

Rubakula (2014:86) found that NPM was first introduced in Britain, where the country initiated the privatisation of public institutions. Later, it was followed by the United States (USA) to synthesize public administration and private business management. It is further argued that NPM should coincide with the civil service because implementing the privatisation policy with a highly rated civil service will not be effective; downsizing of the civil service will make way for the NPM (Rubakula, 2014:86).

Therefore, Rubakula (2014:87) outline the key aspects of NPM and constitute its characteristics as follows:

- encouraging the best performance by public institutions through internal competition.
- focus on results-based performance management and efficiency of public institutions.
- the provisioning of services is to be outsourced to the private sector as soon as the downsizing of the civil service is achieved.
- Lastly, management control should be decentralised with improved reporting and monitoring mechanisms.

These aspects or principles were also supported by Vyas-Doorgapersad (2011:239) and Fatemi et al., (2012:44), where the emphasis was on the decentralising management to ensure that disaggregating and downsizing of public services is done for the purpose of efficient outsourcing of some of the services or externalising non-core activities to free up cash, personnel, time and facilities for activities.

Furthermore, performance-based contracting and corporatisation with other stakeholders ensure that some government departments are converted into state agencies for better service to the public (Vyas-Doorgapersad, 2011:240). Bojang's (2020:4) assertion is not far from that of Vyas-Doorgapersad that the NPM paradigm is summed up in dimensions or elements such as:

- hands-on professional management,
- clear performance standards,
- emphasis on output controls,
- disaggregation of units in the public sector, and
- internal competition and private sector approach of management practices.

Muthien (2014:7) referred to the Forum of South African Director General (FOSAD) Report (2005) where key challenges about the public service reflected that:

- job purpose or function were not considered when institutional structures were designed to create posts.
- there was an imbalance in the functions and control of the departments.
- lack of understanding responsibilities in the policy-making.
- inadequate resource consideration to service delivery modalities.
- mismanagement of resources due to double-dipping such as in supply chain management, and
- monitoring and evaluation were neglected.

Therefore, the main objectives of public sector reforms are to achieve better delivery of the basic public services that improve the standard of living of citizens and to develop market-friendly, lean, decentralised and customer-friendly government institutions (Omoyefa, 2008:18).

In their study, Hammerschmid et al., (2019:23) conclusion is that top public officials in Europe associate NPM reforms with improved public sector efficiency. The use of the substitute of beneficiaries as customers and flexibility in employment practices are associated with quality-of-service improvement, policy coordination and equal access to services as well. Furthermore, the substitute of service- users as customers is strongly related to improved public administration performance overall. This suggests that policymakers seeking to modernise the public sector should prioritise managerial reforms within public institutions over large-scale structural transformations (Hammerschmid et al., 2019:23).

2.4 Types of Supply Chain Management

Supply chain management is applied in both the private and public sectors and has been identified as a critical discipline in government institutions without which service delivery is not possible. Different approaches towards SCM can be identified which will be discussed next.

2.4.1 The traditional approach

In the traditional approach, emphasis is not placed on the plenary phases like demand management which involve market research, but rather on the bidding process of SCM. This results in institutions not obtaining value for money, as the procurement results might not be what the end users intended or of poor quality. Figure 2.3 shows the traditional approach to the procurement process in supply chain management.

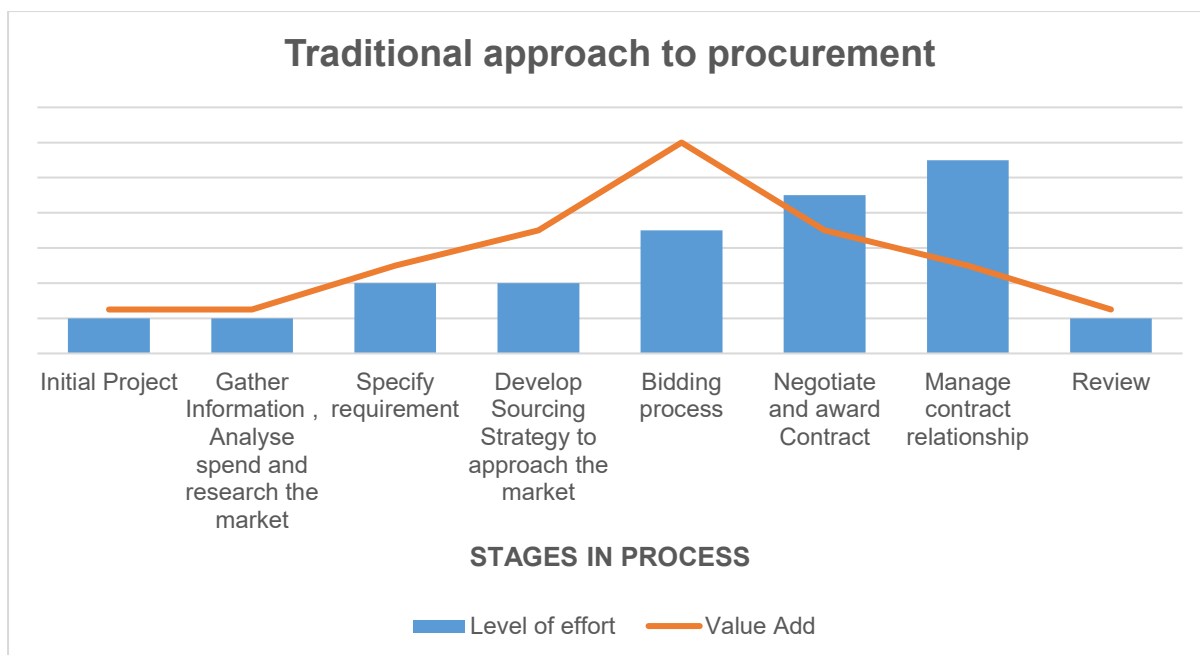


Figure 2.02: Traditional approach to procurement (New Zealand Ministry of Business, Innovation and Employment, 2011)

Figure 2.3 shows the SCM process in a traditional way. The graph shows the level of effort from the initial stage of the project, where there is a very low value added. The value add starts to increase at the SCM strategy and reaches a peak at the bidding process, then immediately declines further until the review. This graph depicts the risks or challenges at each stage of the SCM process and shows where it leaves gaps that other role-players in the process may exploit as a result not follow the correct SCM processes.

In following the traditional approach, public sector institutions still focus more on the bidding process in procurement than on the gathering of information that requires analysis and market research. Jika (2021:5) confirms this approach with his report that SASSA has embarked on the procurement of office accommodation without following the procurement requirements of testing the market for fairness, equitableness, transparency and cost-effectiveness.

2.4.2 Strategic supply chain management

According to Ahuja and Ngai (2019:1-5), strategic SCM focuses on the SCM configuration that leads to the achievement of the strategic objectives of the institution, whereas Brown (2016:11) asserts that strategic SCM relates to the effectiveness and efficiency in each stage in the SCM process. There is no doubt that planning and understanding the end user's needs through analytical research will assist in ensuring that SCM will satisfy the needs as expected

(James, 2011:101). Therefore, Ambe (2009:428) concludes that in the SA public sector, SCM is an integral part of prudent financial management. Figure 2.4 depicts the strategic approach to procurement.

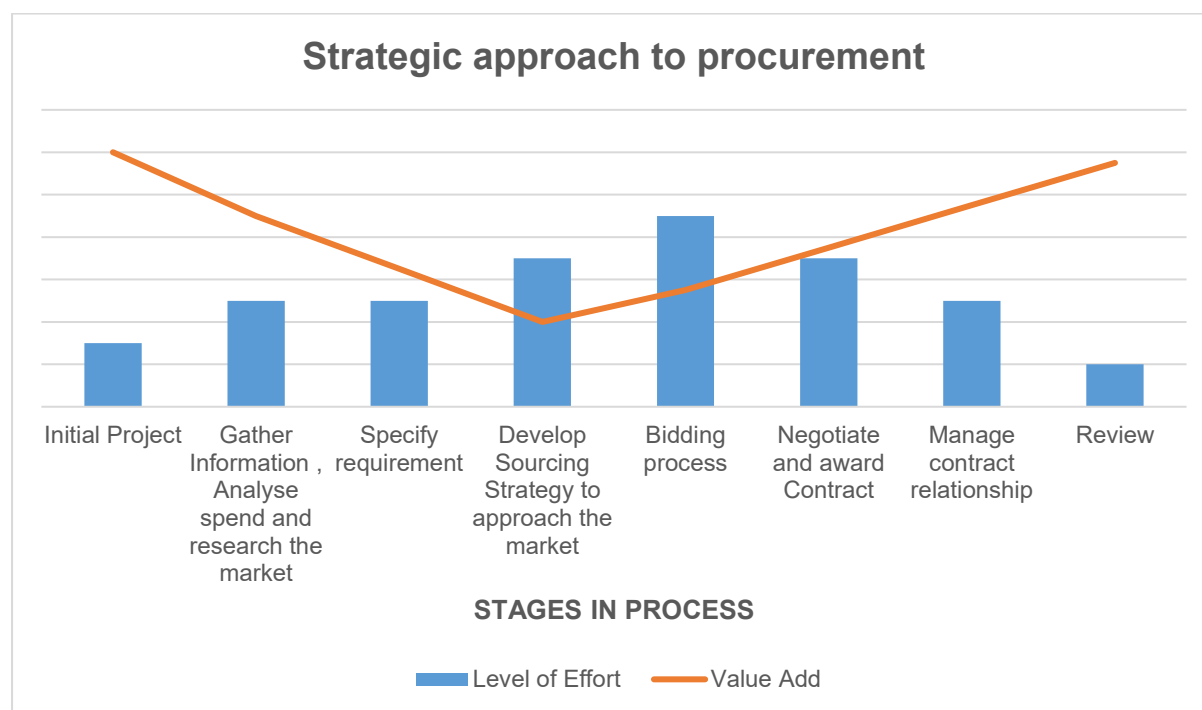


Figure 20.3: Strategic approach to procurement (New Zealand Ministry of Business, Innovation and Employment, 2011)

The strategic approach adds value to each step in the SCM process. Figure 2.4 indicates that at the initial project stage, where proper planning is emphasised, a high level of value is added. This decline reaches the lowest level of value added in the development of the sourcing strategy though this phase requires a high level of effort. The value added by the different phases increased again exponentially whilst the level of effort decreases after the bidding process.

The figure shows a clear reflection of efforts and value added in each stage, as compared to the traditional approach, where not much effort is provided at the initial stage and at the review.

2.4.2.1 Initial project

In defining the first stage, namely the initial project/stage, Biwott et al., (2017:30) are of the opinion that it is a structured process for initiating and satisfying the client's needs or for identifying gaps between the current situation and desired needs. This definition promotes

procurement planning, which accommodates what needs to be acquired, what standards are to be achieved, the scope of work required, procurement strategies and timeframes (Biwott et al., 2017:30). Furthermore, strategic procurement planning needs to be redesigned to be able to achieve a low value like purchases to improve the economies of scale and to benefit from reduced transaction and transportation costs (World Health Institution, 2015:8).

2.4.2.2 Gather information, analyse spend and market research

Rojas (2017:2) and New Zealand Government Procurement (2019:9) conclude that it is critical for an institution to select service providers according to their capacity and experience because the inability of service providers to meet selection criteria can negatively affect the institution's performance and create significant losses. Furthermore, Rojas (2017:2) argues that the gathering of service provider information should go to the extent of an institution doing the inspection in loco, where site inspection and questioning of previous customers is necessary.

Ramakrishnan (2018:8) confirms that budget and spend analysis is the first step in the identification of the availability of funds and, hence, important. This analysis provides the intention of institutional needs, the institution's total buying power and the degree to which it is leveraging that power. Such analysis can result in cost-effectiveness, improvement of results and maximum compliance (ProcurePort, 2014:2).

Market research cited by SIGMA (2016:2) recommends collecting data on service providers that includes, their products, prices and cost structures and, where possible, a price comparison schedule offered in business-to-business procurement. This market research analysis will help procurement practitioners understand the market and alternatives, as they will collect information about previous bids for the same or similar products (Schoenherr & Mabert, 2011:218).

In the public sector, one area where procurement practice can be innovative through market research is in using coordinated purchasing (consortia) and framework agreements to allow better prices and experiences via central negotiations (Caldwell et al., 2005:318-319).

2.4.2.3 Specify the requirement

Pienaar (2013:12) refers to ten methods of procurement applied in SA, which require specification for business purposes. This specification is required by brand equivalence, market levels, sample, commercial standards, performance, engineering drawing, physical design, material and method of manufacturing, and a combination of any of the

aforementioned methods. Apostolova et al., (2015:8) state that during the first phase, the internal customer develops specifications or terms of reference (TOR) for the focal product or service.

2.4.2.4 Develop a sourcing strategy to approach the market

Ramakrishnan (2018:10) observes that during this stage of the SCM process, suppliers are selected by using a competitive process whenever possible. The selection's focus is to create a SCM strategy that will lead to securing the continues supply of goods and services needed by the institution. Furlotti (2014:21) agrees that a procurement strategy includes finding service providers that deliver goods and/or services that satisfy the required needs, analysing them and setting up contracts. Furthermore, Furlotti (2014:22) concludes that in terms of importance, a procurement strategy is a critical driver in the foundation phase of improvement within an institution. Therefore, the procurement strategy is important in SCM practices, and the services SASSA intends to provide to citizens in need. Hence, this foundation phase is central to the study.

2.4.2.5 Bidding process

This institutional bidding process of goods and services is conducted through an open bidding system. Bids are also invited from across the world if a specialised service is required to be able to achieve the desired results (IICA, 2017:11).

2.4.2.6 Negotiate and award contract

The bid negotiation procedure refers to the discussions taking place prior to the issuing of final contracts. It is commonly concerned with finding bidders offering the best value for money (Manso & Nikas, 2016:24). The Chartered Institute of Procurement and Supply (2020b) supports the aforementioned position and stresses that the primary objective of procurement activity is to gain value for money. Tadelis and Bajari (2006:2) note that 44% of private-sector goods and services including construction projects in Northern California in the USA of America were acquired through negotiations. In comparison, only 18% were acquired through an open competitive bidding process.

2.4.2.7 Manage contract relationship

The Chartered Institute of Procurement and Supply (2020a) outlines the important considerations in establishing a contract strategy to manage the relationship through

developing service level agreements (SLAs). The institute (2020a) states that SLAs are agreements intended to form a common consensus about expected services, priorities and responsibilities. SLAs empower the parties to monitor and control the performance of the service received from the other party against agreed standards. National Treasury (2010) believes that effective contract management practices have the capacity to increase revenue opportunities, decrease costs and enhance service delivery.

2.4.2.8 Review

Patras (2016:61) pointed out that it is at the review stage that project objectives should be reviewed and evaluated, and that objectives must be measurable and clearly outlined. Paragraphs 5.1 and 5.2 of the Treasury Regulations (RSA, 2005) require departments to develop a multiyear strategic plan for a five-year term with an Annual Performance Plan (APP) every year. The public sector also compiles annual SCM plans that are linked to the strategic plan, APP and the budget. The SCM plan outlines the strategic approach to be followed in the supply of goods and/or services. Figure 2.5 below shows a strategic procurement framework within a supply chain network.

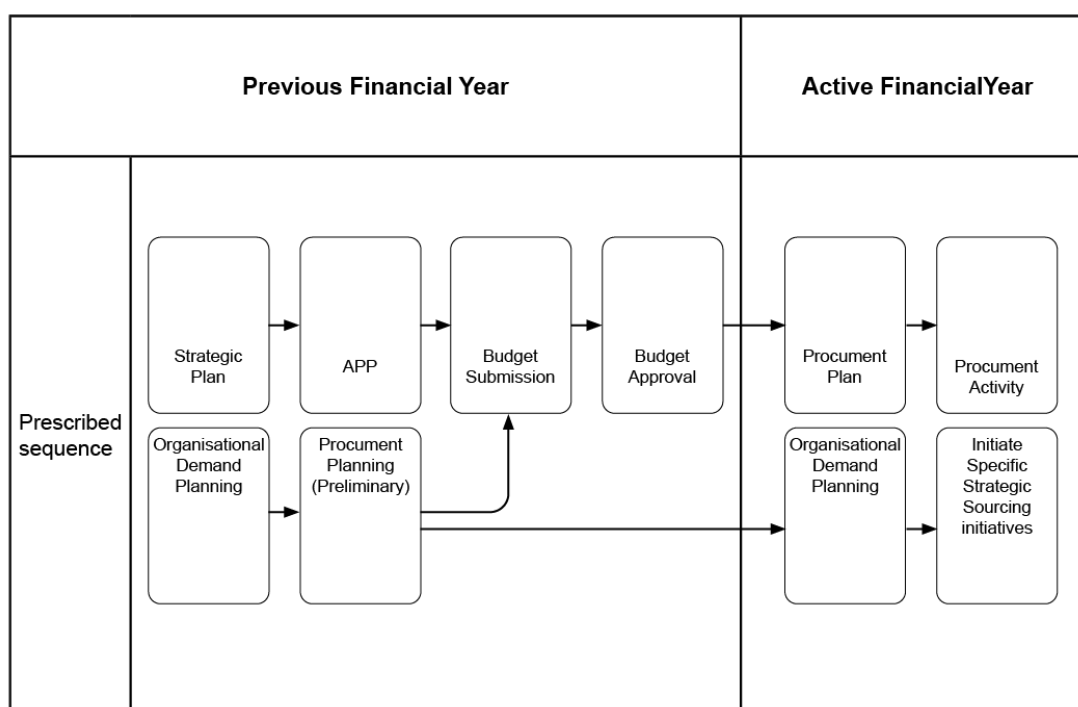


Figure 20.4: Strategic procurement framework (New Zealand Ministry of Business, Innovation and Employment, 2011)

Hamza et al., (2017:34) state that value added in the stages of SCM improves the performance of the institution, provides for clear specifications and TOR, allows for defensible bid evaluation and adjudication processes, and perfects supplier performance. The term “value-

added” in SCM refers to the difference between the worth of the final product to the customer and the costs incurred by the SCM to procure what was requested by the customer (Christiansen, 2016:189). In government, meanwhile, Meynhardt and Baro (2019:88) argue that value add, or public value is a net value of government process activities that seek to address fundamental issues of equity, transparency, responsiveness and participation realised by citizens.

2.5 Service Delivery Drivers

Government agencies, such as SASSA, are a service delivery arm of the government and have service delivery drivers that facilitate the payment of social grants to those who qualify. SASSA’s service delivery drivers are in the form of governance structures that are formed by the Accounting Officer of the institution with a clear objective of looking after the services of SASSA on behalf of stakeholders like parliament, SCOPA, and the public. Therefore, service delivery drivers play a critical role in ensuring that services are effectively and efficiently delivered , accurately, and at lower costs to the beneficiaries on behalf of the government.

2.5.1 Institutional governance structures

According to Heracleous (2008:171), effective and well-resourced institutional governance tends to positively influence the performance of an institution as it is related to its strategic management. Good governance in the public sector emanates from entities acting in the public interest, adhering to the requirements of legislation and government policies (Chartered Institute of Public Finance and Accountancy [CIPFA], 2013:13).

Cadbury (1992:14) indicates that corporate governance provides the structure which is intended to achieve the objectives of the institution, and the means of attaining those objectives and monitoring the performance. An effective corporate governance system represents the key element for the improvement of economic efficiency (OECD, 2015a:9). The King IV code on corporate governance also urges leadership to lead ethically and effectively under the recommended principles of integrity, competence, responsibility, accountability, fairness and transparency (King IV report on corporate governance for South Africa, 2016)

In terms of section (5)(1) of the South African Social Security Agency Act, 2004 (Act 9 of 2004), the Minister of the Department of Social Development (DSD) must appoint a fit and qualified South African citizen as a CEO. Furthermore, section 6(7) of the Act determines that the Minister may override any decision taken by the CEO. This assertion could sometimes create conflict between the CEO as accounting officer and the Minister. In 2017, for example there

was a conflict between the Minister and the CEO where the Minister wanted the work stream to continue regardless of the National Treasury declaring the appointment of the work stream as irregular (Thamm, 2017: 1)

The CEO of SASSA terminated the contracts of the work streams after the National Treasury had declared their appointment as irregular. At the same time, the CEO also received approval from the National Treasury, allowing for a deviation from the standard procurement process, which would allow for the provisioning of services between and within different government entities. Having received this approval, the then CEO signed a cooperation agreement between SASSA and SAPO (Foley, 2021:247; Foley & Swilling, 2018:26). Section 10 of the South African Social Security Agency Act (No 9 of 2004) urges the CEO to keep a record of all the transactions incurred to ensure that Agency's annual budget, corporate plans and audited annual financial statements are prepared and submitted as required. Section 51(1) and (2) of the PFMA refers to the general responsibilities of the accounting authority of public entities, where the expectation is that in the institution there shall be internal controls and governance structures established in all areas of responsibility with an intention that public resources are safeguarded and utilised in accordance with legislative requirements. Therefore, SASSA, in compliance with the above, established the following governance structures: Executive Management Committee (Exco), Budget Committee (Budcom), Bid Acquisition Committee (BAC), Financial Misconduct Committee (FMC) and Audit Committee.

2.5.1.1 Executive Management Committee (Exco)

The purpose of the Exco is to oversee the daily activities of the SASSA's operations through establishing and implementing a clarified strategic direction, business plans, policies, procedures and budgets, furthermore leading and monitoring operating and financial performance. The composition of this committee consists of executive management and senior officials from, amongst others, the Legal Services and Communication directorates, reporting directly to the CEO. The Exco will always be chaired by the CEO as indicated in the TOR (SASSA strategic 2020/25: 53).

2.5.1.2 Budget Committee (Budcom)

Budcom's responsibility is to oversee SASSA's financial status on a regular basis, including reviews of quarterly reports and financial processes. The committee recommends approval to be effected by the CEO, major expenditures or long-term financial commitments. The Budcom advises SASSA in establishing proper procedures and controls to ensure that funds

are not misused and are in accordance with legal and regulatory requirements (SASSA strategic 2020/25: 53).

2.5.1.3 Bid Adjudication Committee (BAC)

The BAC is a cross-functional committee with an SCM practitioner as a member providing advisory roles in terms of, and where possible, it is chaired by the chief financial officer (CFO) of the institution or his/her delegate (National Treasury, 2006: paragraph 3). The committee should have at least four members at an appropriately senior management level. The committee should consider the reports and recommendations made by the evaluation committee (Treasury Regulation 16A6.2(b)). The BAC committee must consider whether the recommendations made by the bid evaluation committee sufficiently indicate that all relevant factors have been considered and that the recommendations made represent a logical, justifiable conclusion based on all relevant information at the evaluation committee's disposal. Each recommendation must be supported by clear and concise motivation of salient points (Breytenbach, 2006:1-6).

2.5.1.4 Financial Misconduct Committee (FMC)

According to section 83(1) of the PFMA, an AO of a public entity commits an act of financial misconduct by wilfully or negligently failing to comply with his or her general responsibilities, as well as specific responsibilities related to: budgetary control, reporting, the submission of information, the transfer of assets and liabilities, a failure to pay all revenue into the relevant revenue fund, prevention of unauthorised, irregular or fruitless and wasteful expenditure. The FMC is established to adjudicate on matters that are tabled in the FMC and that constitute financial misconduct in terms of section 83(1)(a) and (b) of the PFMA.

2.5.1.5 Audit Committee

The audit committee is a strategic external structure that oversees the system of internal controls and ensures that the institution is compliant with laws and regulations. Paragraph 3.1.6 of the treasury regulations indicates that members of an audit committee who have been appointed from outside the public service pursuant to section 77(a)(i) of the Act must have appropriate experience, be appointed on contract and be remunerated in accordance with paragraph 20.2.2 of these regulations (Treasury Regulations, 2001:8).

The role of the audit committee includes such responsibilities as appointing and overseeing the work of the internal auditor (Gasa 2024:23). Audit committees should have at least one

individual on the committee who is considered a financial expert. It's not necessary for all members of the committee to be financial experts, but they should be individuals who are knowledgeable about financial issues and who have a solid understanding of accounting principles and audit and finance terms (Namakavarani et al., 2021:2).

2.5.2 Strategic awareness

Davis et al., (2012:4) believe strategic awareness as a personal judgement or assessment seeking to outline the extent an employee is informed and capacitated of the strategic priorities of the institution by executive management. In contrast, the term strategic consensus refers to shared value amongst staff about the institutional strategy and should focus on members of an institution's executive team because if there is a perception that the institutional strategy is not in agreement with executive management then it is concluded that the boundary-spanning is less strategically aware (Davis et al., 2012:324).

Strategic awareness brings a positive environment to the institution by empowering employees who may identify institutional opportunities and adopt improvements that will shape management control systems (Dyczkowska & Dyczkowski, 2015:4). Strategic awareness may be due to ignorance about the direction the institution is envisaging to take. Whilst managers' connection awareness is an antecedent of institution's relational strategic orientation that determines the way that the institution operates and its resulting performance (Zakrzewska-Bielawska, 2018:6).

Strategic flexibility refers to the way in which an institution can manoeuvre its strategy in responding to changes brought about by the external environment, such as political, economic social, technological, natural environment and legal environment, which will guard against or take the institution to a higher level (Zahra et. al., 2008:1043). Strategic flexibility also refers to the ability of institutions to be flexible to uncertainty, unpredicted environmental changes and rapid adaptation to changes in technology that will have a useful contribution to the institutional performance (Radomska, 2015:19) whereas Liu et al., (2013:82), refer to the institutional capacity to respond to a dynamic and unstable environment where there are resources committed for newly envisaged services as strategic flexibility. Figure 2.6 shows the Conceptual Model of The Effect of Strategic Flexibility on Strategy-Performance

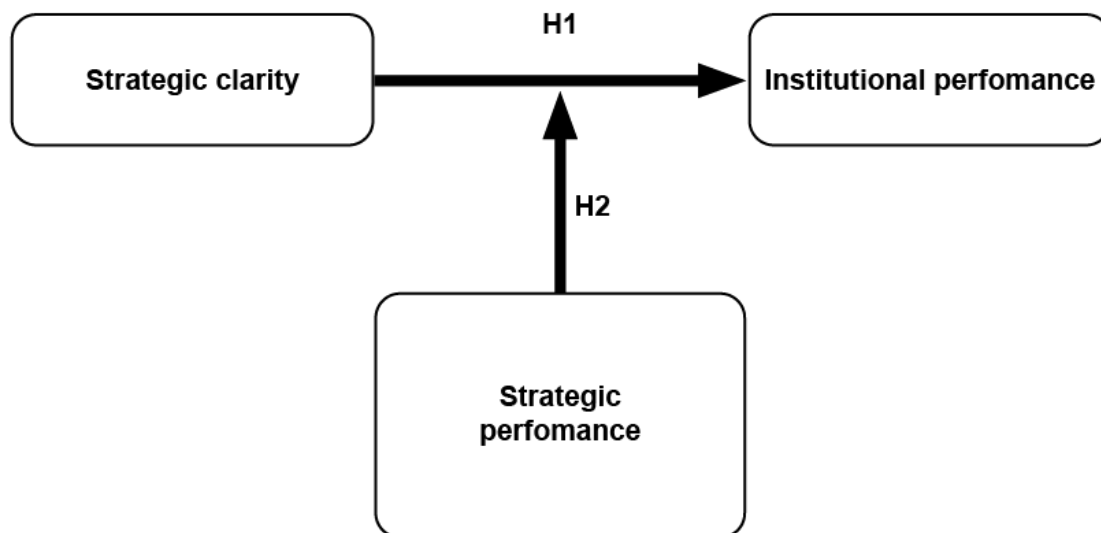


Figure 20.5: Conceptual Model of The Effect of Strategic Flexibility on Strategy-Performance (Liyanage & Weerasinghe, 2018:33)

According to Liyanage and Weerasinghe (2018:33), Hypothesis 1 indicates that strategic clarity significantly affects institutional performance, whereas Hypothesis 2 suggests that strategic flexibility significantly moderates the effect of strategic clarity on institutional performance. Strategic clarity can be conceptualized as the extent to which an institution has a way of preventing its operations from getting stagnant to a singular strategy that seeks to deteriorate its services. Institutions with a higher strategic clarity perform better than the ones with a low or medium level of strategic clarity (Parnell, 2010:132). An unambiguous strategy in institutions provides a useful tool to staff through simplified versions of institutional objectives. Awareness of strategy can assist in preventing possible conflicts and formulating institutional priorities (Smith & Thomas, 2020:9).

Kumar et al., (2017:12) argue that the practices of performance management help an institution to achieve its performance leading to sustained growth whereas Serfontein and Hough (2011:405) assert that strategic leadership in SA has a direct and positive association with business excellence and performance in institutions in SA. Olang'o and Namusonge's (2018:383) assertion is the belief in the strategic management literature that strategic planning is an effective way of improving corporate performance.

2.5.3 Business systems

Embarking on a change of business processes is less challenging and expensive, where there are existing business processes and IT systems in place. However, this will require the combination of the old business system as baseline information or a foundation to establish

the new business model for implementation (Doz & Kosonen, 2010:379). With the implementation of the COVID-19 SRD R350 grant, SASSA has shown the aptitude of reorganising current business processes. This confirmed that in a service-providing institution, conversion of the business model is easier than in production industries (Doz & Kosonen, 2010:379).

Harris (2000:14), supported by Nath and Standing (2014:80), argues that business systems and technology provide a boost and jump-start to effective integration in institutions for efficiency. The introduction of advanced information systems has put government institutions into business solutions towards their challenges through business automation and integration of their information systems (Nath & Standing, 2014:71). Furthermore, Harris (2000:16) cites that in the report analysis of the Colorado Integrated Criminal Justice Information System (CICJIS), they were able to overcome the concern that the institution must sacrifice functionality to participate in an integrated system. Information technology leads the way to globalization and has become critical in centring on an institution's business strategy. The technology provides how an institution can move into the global marketplace (Lawlor, 2008:20).

Government institutions must welcome digital technologies due to their influence on society. The acceptance of digital technologies is important due to the diffusion rate and, thus, by the perceived benefit of society. Governments adopt digital technologies to improve their public services, leading to higher usage of digital public services (Van Veldhoven & Vanthienen, 2021:9).

Wiseman (2017:3) asserted that an institution of government must appreciate technology in their business processes as this technological environment provides citizens accurate, timely feedback information and quality service via kiosks or with the assistance of employees. This assertion was confirmed by the recent payment of the COVID-19 SRD (R350) grant by SASSA, where the process of applications by the claimant and payment thereof was done through electronic means. It was not necessary for applicants to do their applications face to face with the staff of SASSA to comply with lockdown restrictions (Marie-Nelly, 2021:22).

2.6 Agility and Flexibility in the Business Processes and Procedures

Strategic agility is central to having the ability to convert and revive business models and is asserted as an institutional capability to make strategic and business commitments while staying focused and flexible. It is considered to be a means by which an institution transforms and re-energises itself, adapts, and ultimately survives (Doz & Kosonen, 2010:381). Business agility is a management tool to overcome and harness competition, business practices and

corporate structures of the digital environment and it consolidates other concepts in management theory that pertain to institutional success in uncertain environments (van Oosterhout, 2015:13).

Tallon and Pinsonneault (2011:477) summarise it as the readiness of the institution to have early warning systems that will detect and respond to opportunities and threats in the environment with ease and speed. Whereas Teece et al., (2016:26) understand agility as the capacity of an institution to redirect resources to create value. Raschke and David (2005:358) argue that business process agility is demonstrated as the ability to dynamically modify and or reconfigure a business process to accommodate the required and potential needs of the institution without compromising other performance objectives such as cost and quality.

Sharma et al., (2010:53), supported by van Oosterhout (2015:15), summarised strategic flexibility as the capability of management to respond to uncertainty and new changes that have serious consequences and need a quick response. Figure 2.7 gives an understanding of strategic awareness as a fundamental driver for securing a high level of institution model performance over time. First, strategic awareness of performance, adopting and cultivating a mindset open to sensing opportunities in an institution's environment makes institutions more proactive, allowing them to convert potential threats into institutional opportunities. Secondly, strategic awareness allows institutions to enhance institution model performance via the reduction of uncertainty (Haggège et al., 2017:10-11).

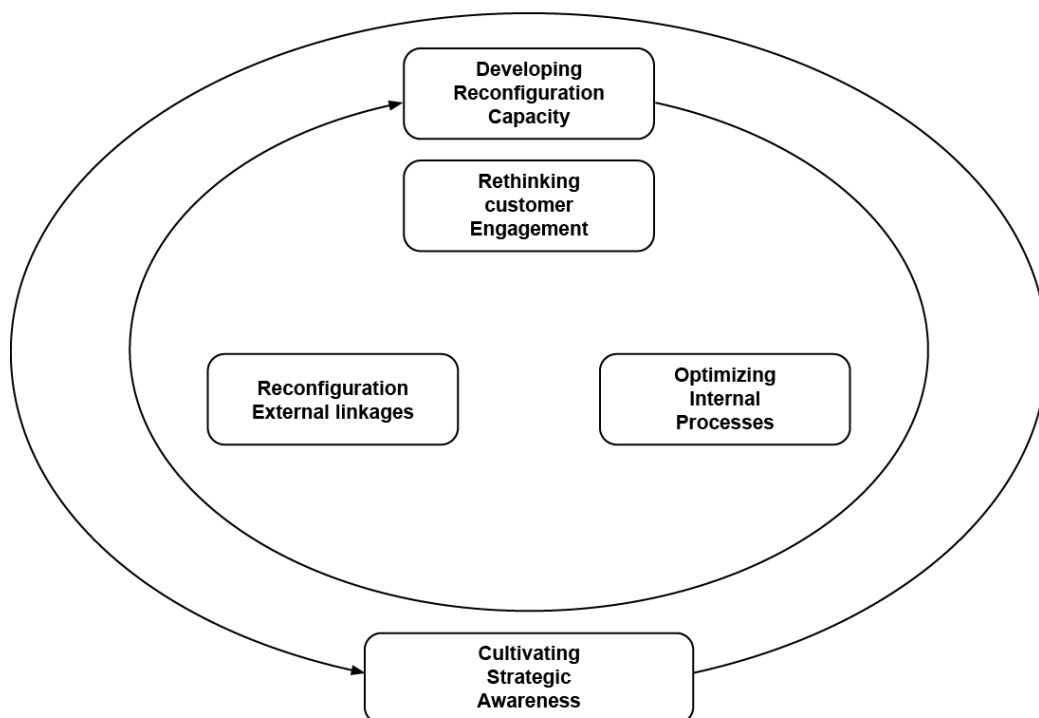


Figure 20.6: Dynamics of business model performance (Haggège et al., 2017)

The ability not just to sense strategic changes but to successfully reorganise an institution's business model over time is aimed at the long-term performance (Haggège et al., 2017:11).

2.7 SASSA Service Delivery Programmes

The Constitution contains the Bill of Rights, which protects not only basic human rights but also offers social and economic rights. Section 27(1)(c) of the Constitution, also provides for the right of access to appropriate social assistance for those unable to support themselves and their dependants. SA is one of the few countries that have social programmes that provide a social safety net to alleviate poverty (DSD, 2005:18). It is, however, also important to note that the state can only provide these rights if the necessary resources are available (section 27(2) of the Constitution).

The DSD with its Agencies (SASSA and NDA) also administers all or part of the following Acts:

1. Older Persons Act, 2006 (Act No. 13 of 2006)
2. Social Service Professions Act, 1978 (Act No. 110 of 1978)
3. Child Care Act, 1983 (Act No. 74 of 1983)
4. Probation Services Act, 1991 (Act No. 116 of 1991)
5. Prevention and Treatment of Drug Dependency Act, 1992 (Act No. 20 of 1992);
6. Social Assistance Act, 1992 (Act No. 59 of 1992)
7. Non-profit Institutions Act, 1997 (Act No. 71 of 1997)
8. National Development Agency Act, 1998 (Act No. 108 of 1998)
9. Advisory Board on Social Development Act, 2001 (Act No. 3 of 2001)
10. Mental Health Care Act, 2002 (Act No. 17 of 2002)
11. Prevention of Domestic Violence Act, 1998 (Act No. 116 of 1998)
12. Divorce and Mediation Act, 1979 (Act No. 70 of 1979)
13. Maintenance Act, 1998 (Act No. 99 of 1998)
14. Criminal Procedures Act, 1977 (Act No. 51 of 1977).

These Acts constitute the legal framework for developmental social service delivery in SA. However, to remain relevant, legislation must be reviewed where necessary. The following acts are relevant to the study and directly affect the service delivery of SASSA: Older Persons Act, 2006 (Act No. 13 of 2006), Child Care Act, 1983 (Act No. 74 of 1983), Social Assistance Act, 1992 (Act No. 59 of 1992) and Mental Health Care Act, 2002 (Act No. 17 of 2002).

Against the above legal documents, SASSA has two main programmes, each with their respective sub-programmes that are responsible for service delivery. Programme one deals

with the administration and management of the agency and deals with issues such as leadership, management and support services, which include the following sub-programmes: Executive Management, Internal Audit and Risk Management, Communications and Marketing, Corporate Services, Financial Management; Information and Communication Technology; and Strategy and Business Development.

The core operation of SASSA is under programme two, Benefits Administration and Support, spearheaded by the Executive Manager, which provides a grant administration service and ensures that operations within SASSA are integrated. The programme under the executive manager ensures the full function of grant administration from application to approval, as well as beneficiary maintenance. It also consists of several sub-programmes supporting the core operation in ensuring that social grant payments are done in accordance with Chapter 4 of the South African Social Security Agency Act of 2004, which leads to the following sub-programmes under benefits administration and support program: Payment and Contract Vendor, Beneficiary Maintenance, Customer Care, Disability Management and Operations Management. The details of these programmes are outlined below.

2.7.1 Payment and contract management

According to SDM (2007), this unit focuses on the management of contracts with external service providers, such as the SAPO, which was appointed to pay social grants to qualifying citizens. The responsibility of the unit is to monitor and evaluate contracts and SLAs of external service providers. Furthermore, the SDM (2007) indicates that the unit also analyses the activities of the helpdesks at pay points to determine the quality-of-service delivery by external service providers, in this instance, SAPO through a checklist as per the signed MSA and SLA. It provides advice pertaining to invoking penalty clauses pertaining to service delivery by external service providers. The responsibility of the unit is to ensure that clients are paid their grants in a dignified manner as guided by the SLA in which dignity services are enlisted. Summary of the dignity services as per the SLA is as follows: Ablution facilities for males, females and people with disabilities, fresh drinking water to be provided, approved medical first aid kit per site, at least one wheelchair per payment site and adequate shelter during payment time, to mention the most critical dignity services (MSA & SLA 2018)

2.7.2 Beneficiary maintenance unit

The core functional areas of the Beneficiary Maintenance Unit are processing institutional data and the safekeeping of institutional data, which is covered by the creation and assessment of applicants on the Socpen system. Furthermore, the storage of beneficiary records and periodic

review of these individual records to establish status changes on any personal administrative or financial status of these beneficiaries in accordance with legislative and regulatory requirements is performed in this unit and is compliant with Protection of Personal Information Act, 2013.

The Socpen sub-unit within the beneficiary maintenance unit deals with system issues relating to the capturing and approval of new applications on the system. Furthermore, it deals with the maintenance of the system on production and operational levels, together with system exceptions (errors, incomplete applications, etc.) and daily uptake and corrections. Lastly, this unit provides the Socpen module training to newly appointed officials and current staff members if new functions are added.

The responsibility of the Record Management Centre (RMC) as part of beneficiary maintenance is to file documents as a backup solution to the electronic filing system, after the quality assurance process has been finalised through scanning of files from the local SASSA offices. This will include the transportation of the original files from local offices for storage at the RMC. For instance, when a file is required for audit purposes, it is retrieved from the RMC. The storage of files and the maintenance of the filing system, and eventually the disposal of the files is subject to the provisions of section 13(2)(a) and (b) of the National Archives of South Africa Act, 1996 (Act 43 of 1996). This Act provides guidance in terms of file disposal, transfer and destruction and file classification that the government and its institution should observe in the management, maintenance and disposal of public files.

Lastly, the RMC has a grant review unit within the beneficiary maintenance section that focuses on the review of grants where the notification, suspension, reconsideration, restoration and lapsing of grants takes place. To prevent the lapsing of a grant, a beneficiary must submit a life certificate annually in terms of regulation 27(3) of the Social Assistance Regulations, 2008. It is in this unit that the processing of unclaimed benefits, payment after death and debt management takes place.

2.7.3 Customer care Unit

According to Root (2017:2), an institution cannot appear to be performing if they do not create a conducive environment to the extent that they determine or understand the needs of their customers. The customer care unit is critical to SASSA, considering the type of customers or clients that are served. It is important that the focus is on the management of enquiries and call centres to enable clients to be able to have a way of dealing with the challenges they are facing during the period of application and payment of grants. There is an argument that

customers are not only concerned about the services they are receiving but they are also concerned with the treatment they are receiving (UKEssays, 2018:3).

2.7.4 Disability management Unit

The Disability Management Unit is a specialised unit that focuses on disability grant applications that need medical assessment to confirm permanent or severe disability of clients. It manages operations pertaining to adult disability and care dependency and implements policies regarding assessment of disability grants. Furthermore, the unit ensures that training of medical officers is performed to equip them with the norms and standards needed (SDM, 2007:18-20).

2.7.5 Operations management

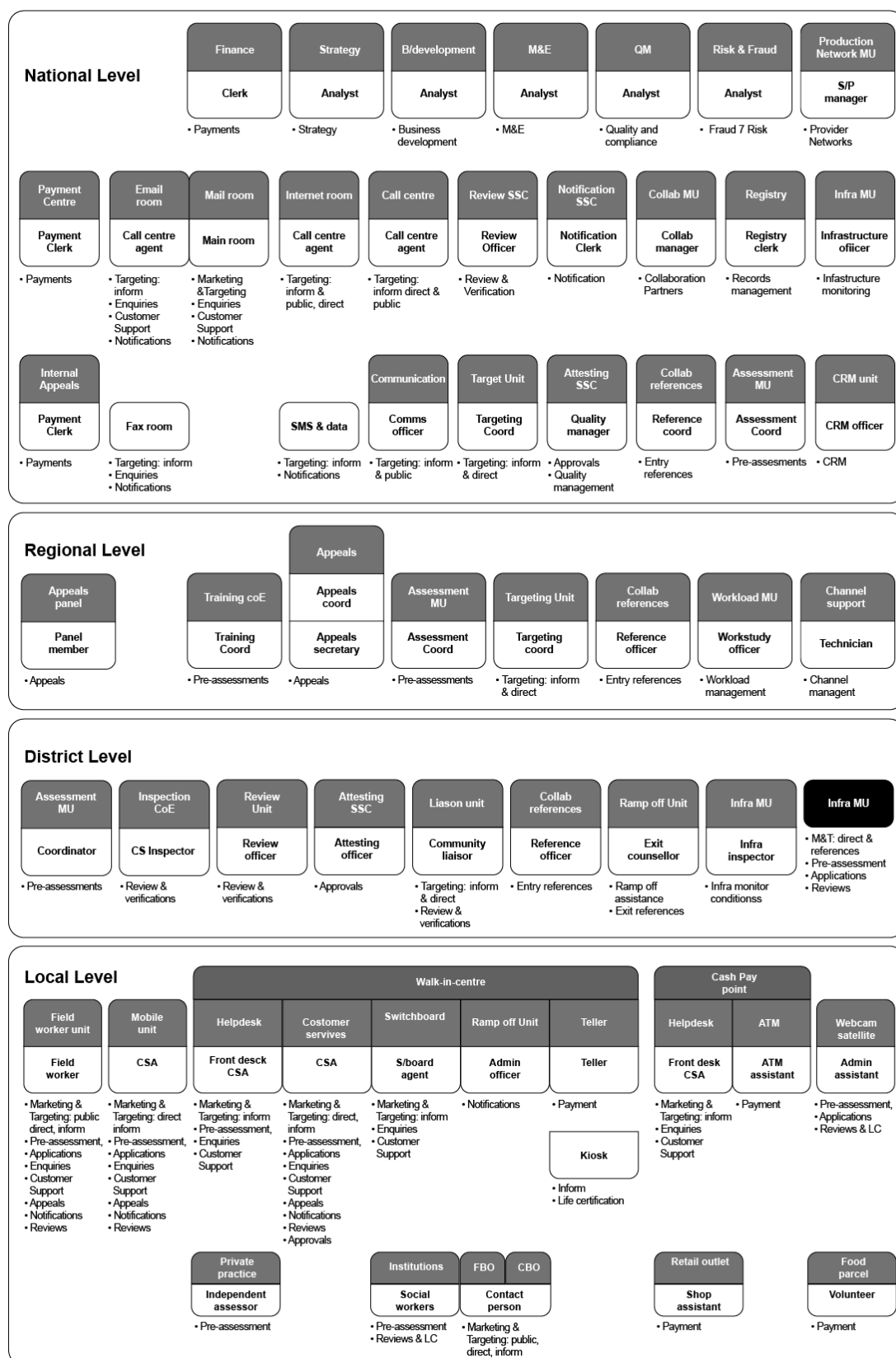
This unit is key to the grant administration process as it manages, monitors, implements, integrates and operationalises programmes and projects, and determines norms and standards. Because the unit deals with policy issues, its role is to facilitate the development and implementation of strategies in the regions, districts and local areas where service delivery is taking place. Furthermore, it monitors, manages, reviews, reports and assesses the implementation of the initiatives and strategies that seek to improve services for the South African citizens. References

The operations management unit is responsible for promoting standardisation and uniformity across the grant administration value chain and further facilitating business performance improvement initiatives regarding grants administration. Lastly, this unit is responsible for the stakeholder collaborations and operationalisation of SDM.

2.7.6 Summary of service delivery units and roles

The summary of functions and activities in SASSA according to SDM 2007 is outlined below in Figure 2.8, which provides an analysis of activities starting from the national office down to the local offices where the application and approval of grants take place.

Figure 20.7: Service delivery units and roles (SASSA Optimisation SDM, 2007)



2.8 Service Delivery Management

Generally, service delivery management is a set of procedures that must ensure the effective delivery of services to a client (Eby, 2024: 03). However, in the public sector service delivery is acknowledged by Crouse (2002:19) as a process of providing goods or services by any organ of state to the communities based on the need identified or requested. Service delivery is noticeable in the communities as it is provided directly by the local government; Reddy (2016:2) argues that service delivery is referred to as the improvement of services and provisioning of goods, benefits and activities within the local communities by all organs of state. Whereas the provisioning of goods and services relates to municipalities providing essential services such as RDP houses, fixing roads and providing running water and sanitation to the communities (Ndudula, 2013:10).

The above definitions could also be applied to the services provided by other organs of state, such as SASSA in the communities. In SASSA's context, the provisioning of social assistance services is in response to the needs of citizens and is central to the constitutional mandate of SASSA (SASSA, 2022:15). Furthermore, the OECD 2010 confirms that provisioning of public services can be done directly or indirectly by organs of states and indirect contribution of services to the communities can be done through regulations or a financial contribution. It is imperative to always consider quality, costs and time management when embarking on the provision of services to the communities.

2.8.1 Quality Service Management

In government, quality service management outcomes are important for leadership. However, for institutions such as SASSA to provide quality services, leaders must prioritise the processes rather than the outcomes because the satisfaction of communities depends on receiving quality services (Bucak, 2014:1; Lagrosen & Lagrosen, 2003:372). In contrast, Boothroyd (2018) argues that a process evaluation focuses on the types and quantities of services delivered, the beneficiaries of those services, the resources used to deliver the services, the practical problems encountered, and how such problems were resolved. Borgave and Koranne (2012:12) referred to a research study performed by Longnecker and Scazero (2000), which revealed that human capital contributes positively to the success of the institution with good support from management for quality, good internal communication and implementation of remedial actions and better follow up of problems in quality.

Hsiao and Lin (2008:31) argue that despite the current challenges, government service shall, in time, meet people's expectations timely; specifications or TOR enforcing compliance to service quality may differ in content but will change with time and space hence the

implementation of a customer-oriented approach. A customer-orientated approach is viewed as a better way to provide service rather than a “don’t care attitude” (Hsiao & Lin, 2008:36). It is also confirmed by customer-centric principles, putting customer needs at the forefront of everything public institutions do, where SASSA is inspired to put customer needs, in terms of social assistance, at the forefront of other activities that are not directly impacting on customers (SASSA, 2022:18). Therefore, it is prudent for institutions to focus on the process where customers must first experience a service before they can be satisfied or dissatisfied with the outcome (Kumasey, 2014:173).

From time to time, government institutions use appointed service providers to provide services on behalf of the government. In the case of SASSA, the SAPO is appointed as a service provider to pay social grants (Salam et al., 2013:131). According to the SAPO annual report of 2019/20, the amount of money lost in criminal violent crime incidents constitutes 0,82% of the SASSA withdrawals at SAPO branches. This serves as an example of how a service provider’s performance directly affects the reputation of the owner of the function and the lack of effective and efficient management in terms of the SLA.

In this context, Anane et al., (2019:6) argue that an institution’s capacity to procure and deliver a service that is needed at the right time, quality and place to comply with its plans tends to increase productivity because service delivery is influenced by its procurement effectiveness. Furthermore, their study confirms that using modern technology in the procurement space saves costs and thus improves service delivery. In contrast, Manyathi (2019:19) and the World Bank (2012:11) argue that as much as the supply chain is important or plays a critical role in the delivery of services to the communities, it should not be regarded as an achievement when there is compliance to processes and procedures of supply chain management. It could be concluded that the failure of service delivery to the community results from failure to plan (Davis, 2014:87).

Furthermore, it is believed that the good and sustainable implementation of supply chain management practices is central to effective service delivery in all state organs, particularly SASSA, due to its constitutional mandate (Davis, 2014:88).

Research conducted in Uganda analysed the relationship between procurement portfolio, policies, procedures, logistics and budgeting procedures against service delivery. It concluded that there is a positive and significantly related relationship between procurement planning and performance (Moses & Kalu, 2018:4). Therefore, supply chain management processes and practices do have a serious impact on the delivery of services in which communities are at the receiving end, and are affected negatively if not well managed. It is prudent for government institutions to apply management by project (MbP) principles in their operations

management, in which project management skills and quality assurance take a central role in delivering the required services with the effective use of resources (Mbecke, 2014:38).

2.8.2 Cost Service Management

Government institutions have often opted to outsource some of their functions primarily because of cost-saving benefits. These include guarding the quality level through TOR, negotiations, and the ability to save on costs through transfers of skills to government staff. However, due to resources and capacity challenges in the public sector, risks of high cost and poor quality of service is possible (Wadesango et al., 2018:191). Public sector institutions have been battling to deliver services for several years, blaming supply chain management processes and procedures (Wadesango et al., 2018:189). The number of parties involved in the SCM processes, and inadequate project management capabilities in specialised areas tend to increase the cost of projects and were reported as the cause for non-performance or lack of service delivery (Rivera & Kashiwagi, 2016:1383).

Monyane et al., (2018:2129) referred to a study conducted by Ramabodu and Verster (2010), which found that the cost of government projects linked to service delivery in the Free State Province exceeded the initial estimated project cost. This anomaly was linked to human factors such as overpricing of items and inadequate monitoring and oversight by the AO. An essential consideration for the minimisation of cost overruns was the removal of the human element. In their study, Monyane et al., (2018:2135) conclude that it is important for project managers to spend reasonable time on the project during the implementation phase to confirm the achievement of the outcome.

Cugini et al., (2007:503) suggest that because there are no studies focusing only on the relationship between cost and customer satisfaction of services delivered, the cost of providing the service is usually determined by customer behaviour. Whereas Rodrigues et al., (2012:618) argue that politics play a role in the cost-of-service delivery, the economic transaction cost related to service delivery is inclusive of the political transaction costs. This is where the direct cost to service delivery is the economic transaction cost as opposed to other external costs in which projects get to overrun their total cost. Therefore, it is concluded that the impact on service delivery costs can also be attributed to political and administrative instability, which ultimately affects service delivery to the communities affected (Rodrigues et al., 2012:622).

2.8.3 Time Service Management

Onyepuemu (2017:154) clarifies time management as “the process of organizing and planning how much time is spend on specific activities” and how long is the plan to spend on specific activities.

It has been concluded by Krause et al., (2019:772) that for public institutions to deliver effective and efficient services to the communities, effective utilisation of time management by employees is essential. Hence, the citation by Toral (2024:798) and Mathias and Dike (2019:71) that in Nigeria, poor productivity is linked to the politicisation of the recruitment processes where unqualified personnel are appointed into areas of serious responsibility. Furthermore, there is an indication that time management is lacking due to officials unwilling to put maximum effort into productivity, and service delivery is affected. This is also linked to the abuse of official hours, as employees do not respect official working hours due to a lack of accountability (Mathias and Dike, 2019:72-73). In contrast, Onyepuemu (2017:159) suggests that the lack of participation and concern of most Nigerian citizens for civil governance and other bureaucratic institutions is a fact of time wastage and poor service delivery. Kalonda and Govender (2021:19) and Krause et al., (2019:772) further assert that service delivery is affected by several factors, including costs as discussed above, project complexity and institutional culture.

Hence, the conclusion is that an institution’s personnel recruitment system is at the centre of the challenge. In contrast, Toral (2021:7) argues that political appointments do cost the institution due to unqualified and inexperienced employees. Furthermore, Toral (2024:804) argues that there are unrecognised benefits of political appointments and effectiveness that can be leveraged for timeous service delivery. It is therefore concluded that effective time management will improve staff service delivery and productivity, make scheduling of jobs easier, make the staff perform tasks at their highest skill level, help staff to prioritize and accomplish important tasks, record and guide the institution towards achieving its set goals, eliminating procrastination and strengthen the cordial superior-subordinate relationship.

2.9 SCM Policy and Service Delivery

It could be argued that there is a direct relationship between SCM policy and delivery of quality services to the communities in need of services. As it is reported by a number of government institutions, and SASSA in particular, the delays and inflexibility in SCM processes hinder the implementation of service delivery programmes (National Treasury, 2015:4 and AGSA 2023/4 9). Davis (2014:87) and Basheka (2004) argue that planning is the first phase of procurement with a clear understanding that it will contribute positively to the achievement of government

objectives and goals, which is to deliver quality services timeously. Furthermore, National Treasury (2015:16) concluded that the first phase of procurement is an activity that sets in motion the entire acquisition/procurement process of acquiring services in government institutions, hence the conclusion that he who fails to plan for service delivery plans to fail to deliver services to the public (Ali & Awuor, 2024:673; Davis, 2014:87). There is an assertion that service delivery should be led by the Batho Pele Principles where the system of service delivery should be rearranged for the benefit of communities, therefore SCM remain critical and central to effective service delivery (Pule, 2014:139).

Anane et al., (2019:3) affirm that government institutions that implement proper and transparent SCM policies are a cornerstone of SCM processes. The proper and transparent SCM practices tend to result in better service delivery with compliance to TOR, and are a way to providing quality services to end-users. The conceptual framework in Figure 2.9 outlines the relationship between SCM and service delivery and summarises the roles played by the three key functions in SCM: procurement policy, procurement planning and sustainable procurement practice.

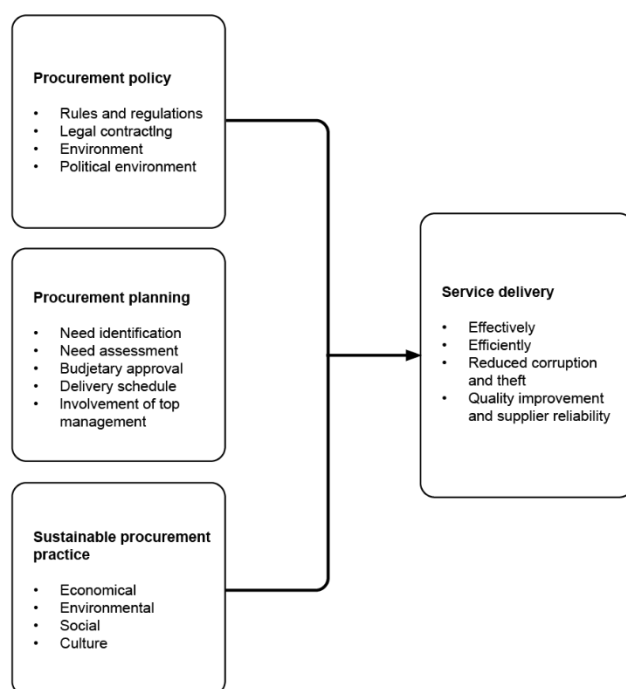


Figure 20.8: Conceptual framework (Anane et al., 2019:5)

In their study, Anane et al., (2019:16) found that SCM policies are central to government service delivery programmes, any slight change in the SCM policy brings a significant positive change in service delivery performance. Rehmatulla et al., (2019:276) also concluded that procurement entities that have good procurement policies also have better service delivery. Therefore, there is an assertion that SCM policies are fundamental and central in influencing government programmes and in facilitating effective service delivery. In contrast, Tafadzwa and Ruwanika (2023: 15) argue that SCM policies are effective and efficient but not necessarily good enough to achieve quality services, hence the outcry of programme managers or end-users in SASSA for not being able to achieve services as per their strategic business plans in the 2020/21 and 2021/22 financial years. According to Yornu (2020:70), there is a direct relationship between effective procurement processes and the quality of services.

2.10 Services delivery alignment with the identified theories of the research

The main challenges identified in the problem statement (chapter 1) relate to the inflexible processes in SCM; the non-responsive SCM practices and inadequate skills; lack of proper internal control measures; lack of proper training of SCM officials; continuous overriding of internal control measures by SCM staff and too rigid; and inflexible SCM practices to respond to the needs of programme managers is a problem that leads to delays service provision. The theories used in the research have reflected on some of the root causes of the problem and will be elaborated on further:

The transaction cost theory requires determination in the procurement strategy needed to determine whether to purchase, build, in-source or out-source service. This fits well because programme managers as the custodians of the budget and program services should be well conversant with the procurement strategy for better planning.

The resource dependency theory is important to understand the current fiscal limitation so that programme managers are aware of the limitation of the resources with which they are expected to perform efficiently. The stakeholder relationship is important to an open resource kit i.e. all individual limited resources combined and used in a shared vision by all relevant stakeholders and interested parties for the benefit of the services to the poor.

The agency theory brings positivity to the study because procurement is the backbone of institutions for delivery of services, and notably the relationship between the principal and agent do have serious impact on the performance of the institution. The determination of in-sourcing and out-sourcing on the services to be procured is important. The indication of

peripheral services that need to be outsourced vis-a-vis the core service of the institution that needed to be built in or in-sourced fit well in the study.

The rationale for the use of **network theory** in the study is also advantageous, as there are decisions that should be made as to whether the institution must self-provide or buy the service depending on the institution's strategic plan. Programme managers should demonstrate if the need for the service is recurring or non-recurring so that a decision to buy or make should be taken.

The **NPM theory** is the epitome of the public sector efficiency and good governance, the key principles of the NPM reforms seek to address the challenges and bring smoothness in the business of government. These principles seek to enhance government institutions by downsizing the public sector; outsourcing of some services for efficiency purposes; and the privatizing some departments for better services and efficiencies. To improve service delivery, out-sourcing of some services for better management to align with customer orientation and flexible employment practices is an option to consider. Table 2.3 shows the contribution of the theories to the study.

Table 20.2: Theories and their contribution to the study

Theories	Contribution to the study: 1	Contribution to the study: 2	Contribution to the study: 3	Contribution to the study: 4
Agency theory	Objectives (i) and (iv)	Primary research question	Secondary research questions (i) and (iv)	Research gap
TEC	Objectives (i), (ii), (iv) & (vi)	Primary research question	Secondary research questions (i), (ii), (iv) & (vi)	Research gap
Network theory	Objectives (i), (ii), (iv), (v) & (vi)	Primary research question	Secondary research questions (i), (ii), (iv), (v) & (vi)	Research gap
RDT	Objectives (i), (ii), (v) & (vi)	Primary research question	Secondary research questions (i), (ii), (v) & (vi)	Research gap
NPM	Objectives (i), (ii), (iii) (iv), (v) & (vi)	Primary research question	Secondary research questions (i), (ii), (iii) (iv), (v) & (vi)	Research gap

(Source: Own compilation)

Table 2.3 is illustrative of the connection of the theory's contribution to the study; the summary shows the research theory's contribution to research objectives, primary and secondary questions and ultimately, the research gap. The connections are illustrated and confirmed in this manner; Zogning (2017:1) argues that the Agency theory is when the agents are broad into the institution for several activities, which can be amended over time and are compatible with the principal's key objectives and interests.

Therefore, objectives (i) and (iv) are relevant to the theory as they seek to identify the key drivers and factors that influence the performance of SCM to service delivery. The research gap confirms that institutions have SCM policies; however, delivery of services is still a concern., Agency theory refers to the principal and the agent seeking to effectively manage the relationship and transfer of information in contract management. Whereas Network theory, according to Onday (2016:37967), refers to an ego network consisting of all nodes' direct contact followed by the overall network, which includes all actors and relationships within a particular domain. Finally, the network position identifies an actor's coordinates within that topography. This theory connects to the five objectives and research questions (i, ii, iv, v and vi). Due to the limitation of resources, the creation of a good relationship in the institutions is critical and reflects a best practice in SCM and is what network theory envisages. The efficiency in implementing the good practice, i.e. having good relationships with stakeholders, will directly respond to the research gap. Wherein TCE theory typically responds to reasons for the existence of the institution. The essence of this theory is the replacement of the price mechanism with the more efficient performance of transactions to reduce transactional costs, i.e. being economical in decision-making (Ćetković et al., 2016:2).

Having SCM policies that are not helpful to the attainment of service to the communities is a problem. TCE theory and its efficient application, as cited by Ćetković et al., (2016), will bring best practices to the institution. The research objectives and questions (i), (ii), (iv) and (vi) seem to be responding well to the TCE theory; for the institution to have the capacity to bring efficient performance of transactions to reduce transactional costs, needs, the best SCM practices and factors that will influence performance. Resource dependence theory (RDT) brings two management theories, resource-based view (RBV) and RDT.

The resources owned by the institution refer to a resources-based view, whereas RDT views at the resources obtained from the environment (Fraczkiewicz-Wronka & Szymaniec, 2012:17). Therefore, the efficiencies and effectiveness in the utilisation of these management theories as the best practice in the institution will close the research gap and satisfy the research objectives and questions (i), (ii), (v) and (vi). The NPM theory brought creativity and

flexibility in the echo system for the purposes of efficiencies and better customer service, which provides lower managers flexibility to use their expertise for decision-making (Pfiffner, 2004:9). The characteristics of the NPM theory cited by Gruening (2001:19) as summarised in Table 2.4 gives more perspective and the relationship with other theories.

Table 2.03: Characteristics of NPM and theoretical approaches

	Classical PA	Neoclassical PA	Public Choice	Austrian school	Principal Agent	Property-rights	Transaction Cost	NPA	Constitutionalism	Communitarianism	Discourse	Pol. Analysis	Rationale PuMa	Organic PuMa
Budget Cuts	X	X	X	X								X	X	X
Privatization			X	X						X			X	X
Sep. Prov./Prod			X			X	X							
Contracting Out			X	X	X		X			X			X	X
User Charges & Vouchers			X										X	
Customer Concepts								X					X	X
Competition			X											X
Flexibility for Management													X	X
Sep of Pol. & Admin	X	X										X	X	X
Acc. for Performance	X	X			X							X	X	X
Decentralization	X	X	X	X	X		X	x		X			X	X
Performance Measurement	X	X			X							X	X	
Impr. Acc & Finacial Mt	X	X			X								X	
Performance Auditing	X	X			X								X	
Strategic Planning & MT		X											X	X
Management Style		X						x					X	X
Personnel Managent				X	X								X	X
Use of IT														
Legal Spending Constraints			X											
Improved Regulations			X											
Rationalzt. of Juristictions	X	X										X	X	
Rationalzt. adm Structures	X	X										X	X	
Analysis and Evaluation		X										X	X	
Democratization & Particip.										X	X			

(Source: Gruening, 2001)

2.11 The Strategic Elements in the SCM Ecosystem

In addition to the theories discussed in Section 2.3, the study outlines the strategic elements that have a relationship in the theories for the purposes of further understanding into the connection or network amongst the SCM performance, policies, regulations and practices. The following sections review various existing alignment frameworks or models that were considered in developing an alignment framework for the study. It was once said in the 1990s that the field of strategic management is eclectic in nature; however, since the introduction of some theories, particularly RBV, in the institution, the focus is now on the institution's internal strengths, weaknesses, and threats (Hoskisson et al., 1999:418). Management theories are there to assist with the conceptual frameworks that organise the skills, knowledge and expertise in providing direction or the future to assist institutions towards the achievement of the strategic objectives of the institution (Raduan et al., 2009:403). Therefore, the theories outlined above have been critical in simplifying some of the complex aspects of decision-making in the supply chain environment, such as outsourcing, principal-agent partnership and resource-relationship management.

2.11.1 National Treasury SCM Model

The National Treasury SCM model applies to all spheres of Government in Republic of South Africa, including Agencies such as SASSA. Figure 2.10 demonstrates the public-sector supply chain model in Republic of South Africa and a brief discussion on each element of the framework as the details of the SCM model have been discussed in Chapter 3. This section aims to highlight the critical strategic elements in the SCM ecosystem and its relationship with the theories of the study, hence the high-level discussion in this chapter.

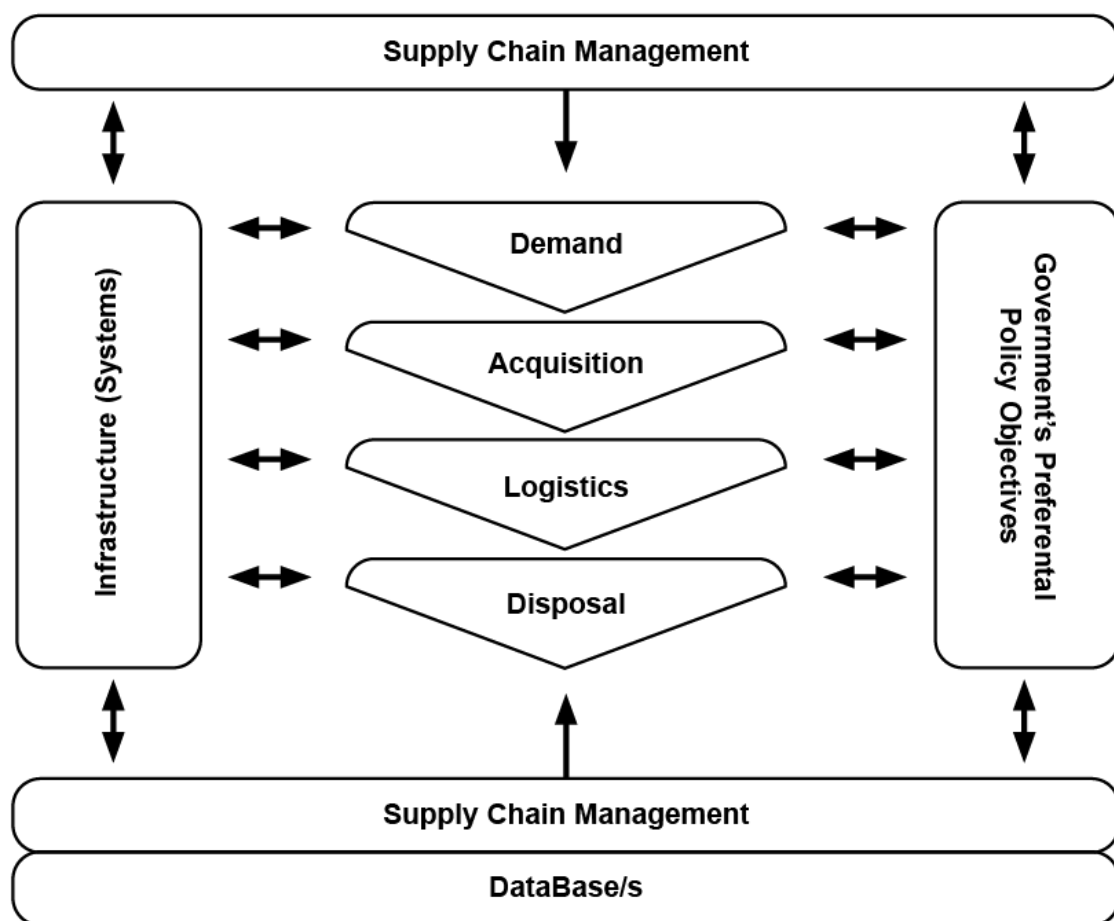


Figure 20.9: The generic elements of supply chain management (National Treasury, 2004)

2.11.1.1 Demand management

As indicated previously, demand management is the first element in the public sector's SCM process. According to the National Treasury (2011:3), SCM officials should coordinate demand management in consultation with the end-users. The coordination includes a detailed analysis of goods, work and services required; how quickly and with what material; and resources equipment.

The process flow to be implemented in demand management include participation in the strategic planning process of the institution; procurement planning; analysis of goods, works and services required; planning to obtain required goods, works and services; compilation of procurement plan; and compilation of bid register.

2.11.1.2 *Acquisition management*

During this phase of SCM, procurement takes place, and the SCM policies and legislation are of use in the process. This determines the procurement strategy depending on the kind of goods, works and services and the National Treasury threshold. The SCM instruction notes 02 of 2021/22 issued by the National treasury provides revised amounts, which stipulate that any procurement to the amount of R1 million and above must be done through advertisement bid. It is in this stage of procurement that structures such as bid evaluation and adjudication committees are established as part of the procurement processes, and the latter is fixed for a period of 24 months. The other one is composed as per the submission of the procurement request. It ends immediately after the AO presents and accepts their document via the later committee.

2.11.1.3 *Logistics management*

This stage or element focuses on the logistical issues that arise when delivering the goods, works, and services ordered. The delivery of such goods, works, and services must be according to the specifications, and at the right time and place. In this phase, inventory management is also fundamental and can be managed according to the policy. Inventory management becomes important, particularly if a central store serves the entire institution with goods. Min-max store processes are guided by the policy to ensure that clients find goods at the right time when they need them. Understanding the last in, first out (LIFO) method used by SASSA is also important.

2.11.1.4 *Disposal management*

Ambe and Badenhorst-Weiss (2012:11006) and the National Treasury (2004:89) indicate that disposal management comes in as the last process for the institution to part ways with unserviceable, redundant or obsolete movable assets. It is recommended that the AO/authority appoints a specific committee to deal with disposals (if necessary, at each regional/sub-office) to make recommendations concerning the disposal of any asset. It is the responsibility of the AO/authority or his/her delegate to consider the recommendation of the appointed committee.

2.11.2 SCM performance

The institution's ability to deliver its objectives or services as expected depends on the SCM's performance. In recent years, this function has been under pressure as there are challenges in service delivery in the Republic of South Africa. This also touches on SASSA, where in its

annual report, it states the challenges in SCM where branch ICT delivers services to the client due to SCM processes taking longer to conclude. In this function, the monitoring process occurs, and it is established if the proper process is followed and whether the desired objectives are achieved (Ambe & Badenhorst-Weiss, 2012:11006; National Treasury, 2004:91).

The Parliament urges AOs to ensure that regularly, the performance of the SCM system is assessed, whether SCM processes are followed during the procurement processes and whether desired objectives were achieved (Parliament, 2013:32). Therefore, this Parliamentary requirement cut across all spheres of government that SCM performance is critical, and all AOs must execute this function as a best practice in the public sector.

Ibrahim and Hamid (2012:190) argue that the dimension of performance and institutional competitiveness under the RBV theory is based on the resources it must develop core competencies. Whereas Kyeremeh and Dza (2018:266) asserted that studies adopt different approaches, they all concluded that SCM practices affect supply chain performance. For instance, Kyeremeh and Dza (2018:266) and Abdallah et al., (2017) indicated that supply chain practices of internal integration, information sharing and postponement significantly and positively affect supply chain efficiency and performance.

Furthermore, other studies indicate that supply chains' success depends on the value they create for customers. The product/ service value mostly measures customers' value to them, standards set by the customer, understanding of customer needs, and alignment of institutions' goals in terms of customer needs (Kyeremeh & Dza, 2018:266).

2.11.3 Legislative requirement of supply chain management (SCM)

According to Fourie and Malan (2020:6), the South African National Treasury anticipated that between 2016 and 2019, the Republic of South Africa government's total expenditure across all spheres of government would at least be around R1.5 trillion (the current exchange rate of South African Rands is R16.85 per USD 1) towards procurement of goods, services and infrastructural improvements aimed at developing the country in various ways.

At present, the government procurement budget exceeds its employee compensation budget. At around R926 billion in 2018, public procurement accounts for approximately one-fifth of RSA's gross domestic product (GDP). The RSA strategic framework for growth and development, i.e., the National Development Plan (NDP, 2030), as adopted in 2012 by the National Planning Commission, also projects the achievement of government by 2030 through government procurement in addressing the socio-economic challenges facing the country (Fourie & Malan, 2020:7).

It is also supported by Section 217 of the RSA Constitution, Act No 108 of 1996, highlighting the primary and broad secondary procurement objectives. It requires the national, provincial and local spheres of government, and any other institution identified in national legislation, to contract for goods or services through an equitable, fair, transparent, competitive and cost-effective system.

Section 217(3) of the Constitution further stipulates that national legislation must prescribe a framework within which the policy referred to in subsection (2) must be implemented. To give effect to section 217(3) of the Constitution, the Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000) was promulgated by Parliament. The Minister of Finance, in terms of section 5, read with section 2(1)(b)(i) and (ii) and 2(1)(c), of the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000), has published the Preferential Procurement Regulations, 2022, with effect 16 January 2023.

Section 38(1)(a)(iii) of the PFMA make the AO and an accounting authority responsible to maintain an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost-effective, while regulation 16A of the Treasury Regulations, 2005 provides the regulatory framework for SCM in the South African public sector (National Treasury, 2003:3). Supply chain management is evolving and complicated it must appreciate several legislative requirements and have a direct impact on the institution hence a requirement for government entity to create a SCM unit and to implement SCM policy (Ambe & Badenhorst-Weiss, 2012:11007).

It is evident that the identified theories of the study found their relevance to the legislative frameworks as discussed above. The objectives of these pieces of legislation seek to bring efficiency to the SCM ecosystem through different processes that can better be classified as best practices. They all promote efficiency, economics and value for money in public procurement. SASSA, as the DSD entity, is not immune to the legislative framework, particularly when its mandate is to distribute social grants to beneficiaries; this mandate must be executed in a timely and cost-effective manner to the right person, place and time.

The study's focus area is on SASSA service delivery programmes, which have a direct impact within the communities in RSA but an indirect impact on municipality service delivery protests. The reasons for the number of service delivery protests in RSA are due to poor service delivery at municipalities; Biljohn and Lues (2020:2) argued that in South Africa, from 2016 to December 2019, 765 service delivery protests were recorded in total. Furthermore, it was confirmed that the total service delivery protest comprised 137 protests in 2016, 173 in 2017, 237 in 2018 and 218 in 2019 (Gous, 2019).

2.11.4 Importance of parliamentary oversight

In the context of section 55(2)(b) of the Constitution, the National Assembly has to maintain oversight of: (i) the exercise of national executive authority, including the implementation of legislation; and (ii) any organ of state. The role of the National Council of Provinces is to exercise oversight over national aspects of provincial and local government (section 69 of the Constitution). Section 42(3) of the Constitution also deals in a more indirect way with oversight by the National Assembly because it is elected to represent the people and electing the President. Section 42(4) of the Constitution refers to the oversight role of the National Council of Provinces in the sense that it represents the provinces to ensure that provincial interests are taken into account in the national sphere of government. The role of the National Council of Provinces is also to exercise oversight over national aspects of provincial and local government (section 69 of the Constitution).

The objective was to develop an oversight model for Parliament in line with the Constitution and Parliament's new strategic vision, together with the realignment of resources to fulfil its mandate with greater efficiency. Legislative oversight is essential in ensuring that public resources are aligned with priorities of the government. Oversight refers to guarding the activities of the executive and holding the executive to account, focusing on all the activities of the institutions, such as budget, SCM compliance and priorities of the department (Matebese-Notshulwana, 2019:53). Oversight activities go beyond the overseeing of government priorities and activities, its functions are to hold government or institutions to account by preventing maladministration and misuse of resources of the state.

Furthermore, to detect the wasteful and fruitless expenditure within government or institutions and promote transparency in the operation of government and institutions (Matebese-Notshulwana, 2019:54). IPSASB (2010:3) asserted that the breadth of their powers characterizes governments in comparison with the private sector and such powers involve the ability to establish and enforce legal requirements. The main objective of governments and other public sector entities is to deliver goods and services rather than to generate profits.

Governance within governments and other public sector entities generally involves holding to account the legislated executive body (or equivalent). Furthermore, IPSASB (2010:3) cited that governance takes into consideration the users of financial reports and the objectives of financial reporting. The size of the public sector and the goods and services it provides depend on factors such as political ideology and the size of the economy.

In sum, oversight tools allow a parliament to make demands of the executive and react to specific policies in writing or orally through reports, speeches, statements and, in direct engagement with the government or civil servants, by asking questions (Maricut-Akbik,

2021:542). Furthermore, when MPs ask questions for electoral or career gains, this does not diminish their original oversight purpose to control the executive. After all, different motivations can be served through the same question (Maricut-Akbik, 2021:542). Legislative oversight is the interaction with government agencies such as SASSA, saddled with the responsibility of executing public policies to encourage compliance with constitutional obligation with service delivery (Daudu & Fagbadebo, 2019:236).

2.12 Conclusion

This chapter serves as a cornerstone of the study; the theories of the study are the guiding principles for which the researcher is principled and guided to be focused on a project. Theories, as outlined in this chapter, gave concepts and areas where the problem of the study needs to be addressed in a structured and orderly manner. It is also noted that almost all theories are relevant to SCM practices; it is believed that most times, government institution in the delivery of services seeks to source the service providers to do certain functions that are not their competency or due to the capacity challenges. This also gave the study an understanding of the critical factors that should be considered when outsourcing of service is preferred as opposed to in-sourcing or building the capacity within the institution.

The costs related to all these aspects of outsourcing and agency usage gave the picture of how service delivery can be affected. It is also critical that factors such as the centralisation of NPM directly impact the service to be delivered to the communities. This means the government machine needs to be streamlined to be able to carry the mandate and ensure that government priorities are achieved. The study would continuously refer to these theories, particularly during the results. Governance structures in any institution, are critical elements in service delivery programmes. These structures have been positioned to be the foundation of service delivery. The governance structures' individual contributions seem to be completing the entire value chain and translating it into building capacity for the service delivery programmes of SASSA.

As translated by the SDM, the core business of SASSA gives a clear direction of how services are performed, from the national office to the local office and service office, where grant applications are captured through the Socpen system until the payment of social grants to the beneficiaries. The functions of each sub-programme, as discussed earlier within grant administration, are crucial and have their own specific purpose. This chapter analysed the service delivery management, where issues of quality, cost and time service management were focused on.

Service delivery management also brings other elements that directly or indirectly influence service delivery. It became clear that the trio, i.e. quality, cost, and time service management, influence service delivery if planning or the MbP system of activities is not adopted. The key to effective services is the SCM policy, which is the backbone of service delivery. This chapter analysed the impact of SCM on government service delivery. The researcher has reached a consensus that SCM policies directly impact service delivery programmes. If the SCM policy is not effectively implemented, its ripple effect is delay or poor services to communities in general, which may lead to compromised service delivery. Therefore, it was important for the study to explore the legislative framework that governs SCM to understand the processes surrounding the SCM regime.

CHAPTER 3: INTERNATIONAL PERSPECTIVES ON SUPPLY CHAIN MANAGEMENT IN GOVERNMENT INSTITUTIONS

3.1 Introduction

South Africa re-entered the international economy during the 1990s at a time when the process of globalisation was gathering momentum and RSA is therefore now part of the global economic world, that requires public service to conform to international standards. As part of meeting international standards, the South African government introduces the supply chain management system in 2003. The main purpose of this introduction was to enhance the effective, efficient and economical procurement of goods and services (RSA, 2004:2). This chapter introduces some international perspectives on Supply Chain management, the effect of Covid 19 and explains the impact of the changes on accounting officer at each step of the SCM cycle.

3.2 Concept of Supply Chain Management

National Treasury (2016:14) argues supply chain management as a management tool that designs, plans, implements control, and monitors activities in delivering goods and services. SCM is to manage and coordinate all the supply chain management process or activities important to support the institution's concept of delivering the right quantity of the goods and service to right place at the right time (Lambert 2006: 12). These activities involve elements of SCM such as demand, acquisitions, logistics, performance, risk and disposal management undertaken by all government institutions, including SASSA. Undertaking these SCM activities promotes sound financial management that complies with internationally accepted best practice principles, and promotes RSA preferential procurement policy objectives.

First world countries such as the United Kingdom, the United State of America and Canada have implemented their SCM for some time, whilst the South African government implementing their supply chain management system in 2003. (Ambe, 2009:428; OCG, 2005:12). This introduced elements such as demand, acquisition, logistics, disposal, performance and risk management.

3.3 Comparative Analysis of Supply Chain Management in South Africa and Other Countries:

In 2013, the Office of the Chief Procurement Officer (OCPO) was established in RSA with a clear mandate of monitoring and evaluating public procurement performance in government and, furthermore, to modernise the procurement system in government. In RSA, procurement in the 21st century strives for modernisation across the three spheres of government, including public entities. It integrates with more strategic elements such as budgeting, financial management and service delivery (OECD, 2015b).

3.3.1 Comparative analysis of Supply Chain Management practices in United State of America and South Africa

The federal government of the United States of America established a procurement system for the legislative, judicial, and executive branches as checks and balances for their SCM processes, as depicted in Figure 3.1 below.

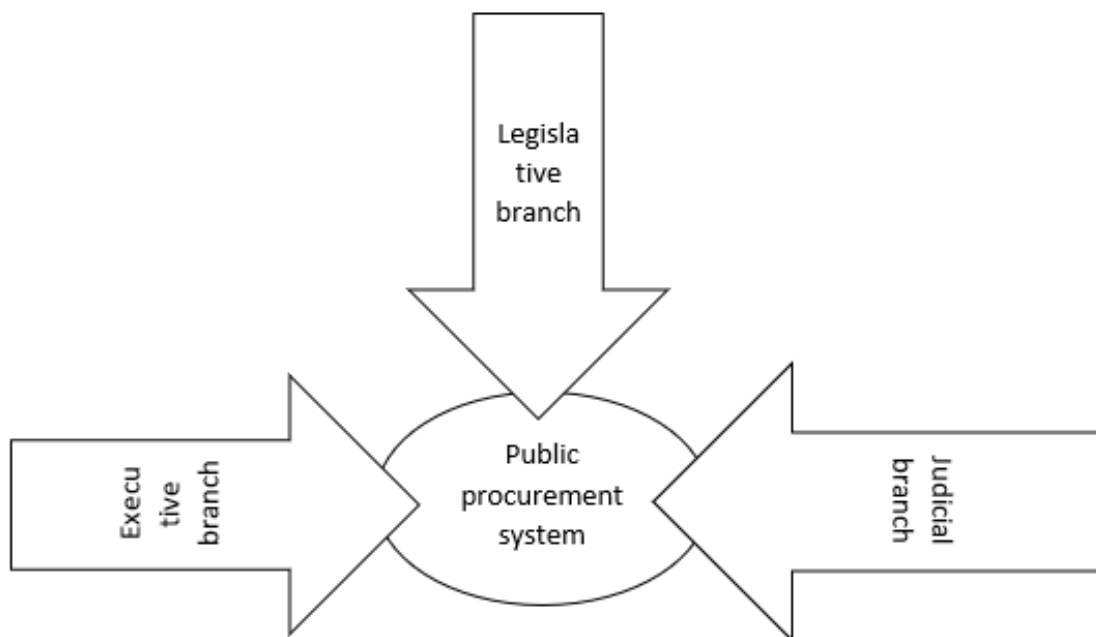


Figure 3.1010: Public Procurement System: A Check and Balance Power (Drabkin & Thai, 2003:2)

Drabkin and Thai (2003:3) argue that courts are not involved in the policy development of SCM unless matters are referred to them and there is a court judgement. However, decisions emanating from SCM serve as a reference point for improving SCM policies. RSA follows the same principle as depicted in Figure 3.1, which refers to the separation of powers between the judiciary, executive, and legislative authority. According to UNDP (2007), public

procurement is the systematic process of buying goods and services through approved SCM processes, including identification of need, selecting service providers, and awarding the contract to the successful bidder.

Drabkin and Thai (2003:16) explain that the USA uses comparative types of acquisition methods according to different types of commercial items procured under the Federal Acquisition Regulation (FAR) system where it has simplified acquisition procedures, sealed bidding documents and contracting through negotiations. In RSA, such acquisitions are regulated by the Preferential Procurement Policy Framework (PPPFA), and regulations which require an open bidding system to determine the successful bidder and contracting by signing the service level agreement (SLA).

FAR 34 of the USA, applies to the acquisition of major services in the USA, which due to the high amount involved required sealed bidding documents and contracting by negotiation with suppliers to process a particular acquisition. The PPPFA in SA adopted a similar approach to FAR 12 (Simplified acquisition procedure, sealed bidding, contracting by negotiations appropriate for a particular acquisition) in the USA by requiring bidding documents to be submitted in sealed envelopes. FAR 35 regulates research and development as an acquisition method for which negotiation and contracting is applied as a procurement strategy. In contrast, RSA uses a closing bid system to approach accredited service providers registered on the central supply database to express their interest in providing the goods or services required. Contract and architecture engineering (FAR 36) in the USA uses a sealed bidding process and contracts with particular service providers through negotiations. In contrast, the South African approach allows it to open the market, allow bidders to contest, and later sign the SLA.

The process followed for the acquisition of services (FAR 37) in the USA is that of sealed bidding documents and contracting with suppliers by negotiation. In contrast, in the RSA environment, open bidding is allowed, where the bidders can observe when bids are opened and registered, and the successful bidder is required to sign a SLA. In the procurement of information technology (FAR 39), a new concept emerges in the USA where “modular contracting” is used, which allows one or more service providers to provide this service, which is more or less similar to RSA, where closed bids are allowed. One or more service providers are eligible for appointment or contracting. Lastly, the utility services (FAR 40) require contracting through negotiations in the USA, whereas RSA allows open bidding as required by the PPPFA. The summary of the comparative schedule for the types of services to be procured and the procurement methods in the USA and RSA is outlined below in Table 3.1.

Table 30.1: Comparative types of acquisition and method of procurement

Types of Acquisition	Acquisition Methods USA	Acquisition Methods: RSA	Commentary
Commercial Items (FAR 12)	Simplified Acquisition Procedures, Sealed Bidding, Contracting by Negotiation, as appropriate for the particular acquisition	Open bids, PPPFA used to determine the winning bidder, contracting through signing of SLA by both parties	This category depends on the value, threshold determines by National Treasury will indicate if such procurement will need open tender or quotations.
Major Systems (FAR 34)	Sealed Bidding, Contracting by Negotiation, as appropriate for the particular acquisition	Open bids, PPPFA used to determine the scoring points for the winning bidder, contracting through signing of SLA by both parties	Major systems fall into bidding process, where bids are advertised openly for whoever is capable of delivering the required service
Research and Development (FAR 35)	Mostly Contracting by Negotiation	Closed bids for expression of interest, PPPFA used to determine scoring points for the winning bidder, contracting through signing of SLA by both parties	National Treasury will accredit certain suppliers where departments will select from the database of accredited service providers
Construction, and Architecture Engineer Contracts (FAR 36)	Sealed Bidding, Contracting by Negotiation, as appropriate for the particular acquisition	Open bids, PPPFA used to determine the scoring points for the winning bidder, contracting through signing of SLA by both parties	This is a project based procurement which is openly advertised based on the capacity as per the CIDB requirement/grading
Services (FAR 37)	Sealed Bidding, Contracting by Negotiation, as appropriate for the particular acquisition	Closed bids for expression of interest/ Open bids , PPPFA used to determine scoring points for the winning bidder, contracting through signing of SLA by both parties	National Treasury will accredit certain suppliers where departments will select from the database of accredited service providers

Federal Supply Schedule (FAR 38)	Sealed Bidding, Contracting by Negotiation, as appropriate for the particular acquisition	N/A	N/A
Information technology (FAR 39)	"Modular contracting" (that is, use of one or more contracts to acquire information technology systems in successive, interoperable increments).	Closed bids, PPPFA used to determine scoring points for the winning bidder, contracting through signing of SLA by both parties	National Treasury will accredit certain suppliers where departments will select from the database of accredited service providers
Utility Services (FAR 40)	Contracting by Negotiation	Open bids, PPPFA used to determine scoring points for the winning bidder, contracting through signing of SLA by both parties	Utility services fall into bidding process, where bids are advertised openly for whoever is capable of delivering the required service

(Adapted from Drabkin & Thai, 2003:16)

The difference in the SA's SCM operations is that the constitutional requirements of addressing the challenges of the past where during the evaluation and awarding of bids, certain principles of the law, namely, following a system which is fair, equitable, transparent and cost-effective (section 217(1) of the Constitution) are employed. Evaluation criteria is structured to provide preference scores for previously disadvantaged individuals as redress, and paragraph 4.5 in Chapter 4 provides details of the scoring model of both 80/20 and 90/10 bids as outlined in the PPPFA.

3.3.2 Comparative analysis of Supply Chain Management practices in Canada and South Africa

In Canada, a similar principle of fairness, openness, transparency and tight control over the use of public funds is central in the public sector as governed by the myriads of laws and trade agreements (Farrow, 2016:9). Furthermore, SCM purchases goods and services annually in the public sector in Canada amounting to CAN\$155 billion annually. This approach is similar to the one that operates in the USA where expenditure is over US\$200 billion annually, while SA is 2,74 billion dollars annually (Setan, 2020:1; Farrow, 2016:9; Drabkin & Thai, 2003:3). Other countries have more or less a similar approach to SCM as SA, in particular with the implementation of the PPPFA. Canada has a slightly different approach when the bids are submitted before closing.

The approach referred to is called taking a wait-and-see approach, which is not encouraged as it leads to litigation. Instead, what Canada is doing is promoting an intentional approach where bidders are given time to adjust their submitted bids at least a week before the final bid submission deadline (Fasken, 2021:21). This approach reflects the availability of the system in Canada that is an enabler to track and provide the assistance needed when bids are submitted and later retrieved for any adjustments before the closing date.

3.4 Evolution of Public Sector Supply Chain Management in the Global Landscape

The past few years have witnessed a transformative shift in how public sector institutions approach and manage their supply chains due to various global factors. The COVID-19 pandemic, in particular, has exposed vulnerabilities and highlighted the critical importance of resilient and efficient supply chains in ensuring uninterrupted service delivery by government entities around the world (Musella 2023:24).

Furthermore, there has been a renewed focus on sustainability and ethical sourcing practices in public sector procurement. Governments are increasingly recognizing the importance of environmental and social considerations in supplier selection and are developing policies to promote fair trade, reduce carbon footprints, and support local economies (Appiagyei, Ayarkwa and Agyekum, 2016).

On the international front, collaborations and partnerships between governments and international institutions have played a crucial role in fostering knowledge sharing, capacity building, and best practices exchange in public sector supply chain management. Initiatives such as the World Bank's Global Value Chain Development Report and the United Nations' Sustainable Public Procurement Programme are instrumental in driving innovation and promoting inclusive growth on a global scale.

Looking to the future, it is essential for public sector institutions to continue adapting and evolving their supply chain strategies to meet the growing demands and challenges of an increasingly interconnected world. By embracing digital transformation, sustainability, and strengthening international cooperation, institutions can build more resilient, agile, and effective supply chains that will drive positive impact and value for citizens worldwide (Shibambu, 2024: 1).

The COVID-19 pandemic started late in 2019. It began to spread quickly worldwide at the beginning of 2020, and the world's economies and social life changed dramatically. Services, mainly provided by public institutions, were scaled down to only essential services (Pató et al., 2022:1). The world had to increase its efforts to rely more on digital technology to enable SCM

to mitigate risks of disruptions and readiness of environmental uncertainties (Sanchez–Flores & Serna, 2021:13).

Furthermore, COVID-19 has affected public procurement by putting pressure on its efficiency and effectiveness; the flexibility and fast procurement processes had to be implemented to obtain vaccines and personal protection equipment to fight the pandemic (Mtombeni et al., 2020:6). As much as the promotion for completion was encouraged across international communities, competing authorities across the world had found that public procurement during the COVID-19 pandemic had discouraged fair competition and prices were exorbitant to the extent that corruption got the way into tendering processes (Mtombeni et al., 2020:6). The sudden change in public procurement due to COVID-19 affected all countries particularly the BRICS countries, where they had to adjust and adapt to a new approach to public procurement, and timeframes came under pressure.

The United Kingdom (UK) adopted a policy direction in March 2020 on SCM procedures to be used for goods and services during the COVID-19 crisis. A straightforward guide to direct procurement is allowed in cases where there is an extreme emergency, and it is evident that following SCM processes will lead to a catastrophe caused by delays in SCM processes while responding to the disaster (OECD, 2019). The UK government also promoted the processing of invoices for the payment of service providers to assist service providers with cash flow and survival during COVID-19 (Cairns & Jorgensen, 2020:13).

SA had a similar approach to other countries in the world, where urgent procurement was allowed during COVID-19 and fast-tracking of payment of the invoices was promoted. This then led to the National Treasury amending the legislation to accommodate all procurement linked to COVID-19 to be on an emergency procurement after the declaration of disaster by the Minister of Co-operative Governance and Traditional Affairs (COGTA, 2022: par91; Mtombeni et al., 2020:17). Even though this type of emergency procurement had led to a surge in corrupt activities, to an extent that some senior government officials were investigated and later suspended or dismissed. In several instances, criminal charges were brought against these officials and private individuals (Mbandlwa, 2021:1786).

There is a need for the SA government to benchmark with countries around the world about the processes that were followed during the COVID-19 and if, during the period, SCM processes under urgency procurement were followed to the letter without corruption activities (Mbandlwa, 2021:1784). In contrast, Lalliot and Yukins (2020:10) argue that countries of the world have abused the COVID-19 emergency to bypass SCM compliance concerning international standards of transparency and integrity, equal completion, treatment, best value, and efficiency.

The emergency procurement has affected several countries, and in Indonesia, according to Creamer Media, 2021 published a corruption scandal of multimillion USD COVID-19 where a former Minister of Social Affairs was sentenced to 12 years in prison. In contrast, in SA, a former Minister of Health had to resign over the so-called Digital Vibes scandal relating to abuse of emergency procurement during the COVID-19 pandemic (PMG, 2021). To this end, the National Treasury, via OCPO (Office of the Chief Procurement Officer), provided a report to parliament that 100 entities submitted 232 deviation applications to the value of almost R10.3 billion, accounting for 95% of the total value of expenditure relating to COVID-19 PPE (Buthelezi, 2021:1).

3.5 The African Perspective and Impact on public sector supply chain management since 2019

South Africa was not the only country in Africa affected by COVID-19 and experienced a delay in procuring goods and services. African countries such as Algeria, Angola, Chad, Comoros, Eswatini, Gambia, and Morocco had to adjust their procurement processes by making it simpler and shorter. In countries such as Benin, Cameroon, Gabon, Gambia, Mozambique, Seychelles, Sudan, and Togo, the procurement of goods and services related to COVID-19 had to appoint special committees, units and ministries to put more emphasis on the COVID-19 procurement processes and the allocation of resources (Kopke, 2020:8).

The World Bank, in their report, indicated that African countries had a better chance to face the COVID-19 emergency procurement learned from the Ebola virus outbreak. Only minor adjustments were needed in their procurement procedures. This was evident in developing the Africa Union's (AU) internal emergency procurement guidelines based on the procurement lessons learned from the Ebola virus outbreak (World Bank, 2020). Harland et al., (2021:180) argue that despite the nature of the disaster and based on experience, worldwide procurement of goods and services for disaster responses is a challenge, hence a need for agility and flexibility in the procurement processes.

Table 3.2 below highlights the emergency procurement measures that the African government adopted during the COVID-19 pandemic, and these include simplified procurement procedures for COVID-19-related goods and services, centralization of procurement of goods and services, delegation of authority and direct contracting (Kopke, 2020:8).

Table 30.2: COVID-19 emergency procurement processes in Africa

Country Name	Simplified contractual procurement procedures for COVID-19-related goods and services	Pooled procurement at central level to ensure rapid delivery of goods and services	Delegation of purchasing to subnational government or line ministries	Sole source contracts/ direct contracting
Algeria	X			
Angola	X			
Cameroon	X			
Chad	X			
Comoros	X			
Eswatini	X			
Ethiopia		X	X	
Gambia	X	X		
Ghana				X
Kenya			X	
Malawi	X			
Morocco	X			
Mozambique				X
Niger		X		
Senegal	X	X		X
South Africa	X	X		

(Source: Cabri, 2022:9)

3.6 Exploring Supply Chain Management and Service Delivery Opportunities Post Covid-19 Pandemic

The world experienced serious disruptions in all the services to be provided both in the private and public sectors. There were discussions across the world on how COVID-19 has impacted SCM globally. Countries took from the positive experiences to transform or improve their reaction on how to address pandemics such as COVID-19. Below are the opportunities or lessons learned that cut across the governance and SCM in particular. Flexibility in operations, streamlining of cost efficiency and the use of technology are amongst the opportunities that governments and agencies, such as SASSA, should take, update the current policies and operationalise them. The rest of the aspects listed below are also relevant to all governments

as opportunities that institutions should incorporate into their strategies and business processes.



Table 30.3: Opportunity – lessons (COEFS Quality Analysis, 2022)

3.7 Key insights gained from COVID-19 Public Procurement

Fourie and Malan (2020:2) refer to OECD (2017), where they argue that SCM can be regarded as a barometer of government efficiency in public spending on public procurement. Furthermore, there is an acknowledgement by the government that public procurement plays an important role in achieving socio-economic and environmental objectives, and therefore, there is a need for a culture of professionalism and integrity should always prevail (Fourie & Malan, 2020:2).

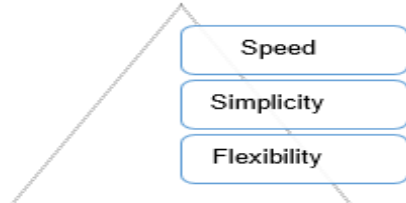
Davis et al., (2020:17) argue that agencies of government that apply good procurement contract management, and particularly MIS, will be able to monitor and evaluate the price offering from bids. Furthermore to emergency procurement, governments must gather procurement data intelligence to the extent that they can assess the going rates for goods and services for emergency response suppliers. Furthermore, the lesson learned from COVID-19 is that governments must simplify and standardise procurement contracts to reduce the time and allow Small Micro Medium Enterprises (SMMEs) to participate in the emergency supply

of goods and services. The government should draft contracts to empower small businesses and give them access to emergency procurement processes (Davis et al., 2020:22).

During the COVID-19 pandemic period there was a need for emergency procurement across the world, and in particular African states. The emergency procurement was central as the countries had already declared a disaster. Therefore, speed, simplicity and flexibility in the procurement processes were a matter of urgency. Table 3.2 explains how some African countries implemented emergency procurement strategies.

According to Cabri (2022:9), most African countries, as reflected in Table 3.3, had emergency procurement strategies in place during the COVID-19 pandemic. Table 3.1 indicates that most countries, including SA, simplified contractual procurement procedures for the acquisition of goods and services. Furthermore, SA and some African countries, as they adhere to the objectives of simplicity, speed and flexibility, had to centralise procurement to attain the objectives of timely acquisition of COVID-17-related goods and services (Ali et al., 2015:8).

Table 30.4: Procurement approaches as per the commodities



For goods, works and general services	For selection of consultants
Flexibility in Direct Contracting, in accordance with the applicable, elevated thresholds such as those illustrated in Annex A. Another example, in Bank-financed projects, or if permitted in other cases, is UN agencies being chosen to provide goods, works, and non-consulting services in “situations of urgent need of assistance because of natural or man-made disaster or conflict or in situations of capacity constraints because of fragility or specific vulnerabilities,” using its own procurement procedures. It is necessary to agree with UN agencies on special payment arrangements, approved by the Bank, based on the agency’s charter. ¹ The Bank will set up a central “one stop shop” to facilitate any aspect of UN agency involvement in the emergency response at the country level when the Bank financing is involved and assist with the selection of an appropriate contract template.	☐ Flexibility in Direct Contracting, suitable for emergency cases when there are consultants already working in the locality, or use of any other method would not be practicable for fast response. Other flexible methods could be added for consultants such as: (1) making use of UN agencies, (2) use of pool of experts, or (3) a list of pre-selected consulting firms having flexible contracts under framework agreements (Indefinite Delivery Contract or Price Agreement). (See Annex A for illustrative threshold).
☐ Extension of existing contract, with financial arrangements based on unit prices of the existing contract.	☐ Extending Existing Contract, with financial arrangements based on unit prices of the existing contract.

□ Local Shopping, in accordance with the applicable, elevated thresholds.	□ Consultant's Qualifications Selection (CQS), based on the preparation of a ToR, establishment of a shortlist of three firms, and submission of a technical and financial proposal by the consultant deemed to have the most appropriate qualifications and references.
□ Simplified National Competitive Bidding & International Competitive Bidding, with streamlined documentation and procedures, shorter bidding periods, easier qualification requirements, simple or general technical specifications, etc.	□ Qualifications and Cost-Based Selection (QCBS), using simple evaluation criteria, with a clear and easy to manage link between deliverables and payment.
□ Framework Agreements, a flexible contracting arrangement for recurrent procurement that is particularly suited for emergency procurement since it saves time and enables quick delivery of supplies as and when needed; may be particularly useful for procurement of commodities, for which simplified procedures are appropriate (including short bid validity periods, waiver of bid security requirements, or standing bid security covering multiple bids).	□ Engagement of Individual Consultants, appropriate when teams of personnel are not required, no additional outside (home office) professional support is required; the experience and qualifications of the individual are the paramount requirement and selection is either based on the comparison of CVs, or on availability of individuals to work under emergency conditions to be selected based on single source. Selection of Individual consultant can provide essential short-term capacities needed under emergency
□ Participation of Community, where Community-driven development approaches (CDDs) are based on inputs from the community). CDD is an approach that gives control over any combination of planning, decision making, investment resources, and implementation of projects	Projects in a very fast way.

to local community groups. It optimizes the use of community actors, places less	
stress on government agencies and can create immediate jobs and inject funds directly into the affected community (e.g., through payment of wages and for materials), thus promoting resilience. CDDs may be more cost effective and feasible in some emergency contexts than other methods. Experience has shown that communities that already have CDD techniques in place are more resilient when there are disasters or emergencies. Those communities did not wait for the government to step in and help them but instead they took the initiative and began working immediately (See Annex D for World Bank Procurement Operational Guidelines on CDD).	
□ Government Force Account, where a public entity implements a project directly using its own skilled and unskilled labour, materials, equipment, and may subcontract part of the project; may be suitable for dealing with small and scattered works in remote or conflict locations which private contractors might not have access, interest, or are unlikely to bid at reasonable prices. However, there are some risks associated with such methods including the difficulty of controlling costs.	
□ Centralized purchasing and catalogues for large, fixed quantity purchases. Centralized purchasing would reduce time and administrative costs because goods would be procured by a central unit rather than multiple regional or lower-level administrative bodies and bear minimal financial and accounting management requirements.² These items may then be listed in an electronic catalogue to allow local institutions to order needed goods.³	

(Source: Ali et al., 2015:8)

Corruption during COVID-19 procurement processes was singled out as one of the most common types of corruption in the world. African countries accounted for US 1, 78 billion dollars for allegedly corrupt COVID-19 procurement contracts. African countries such as Cameroon, Malawi, SA, Kenya, Nigeria and Uganda accounted for corrupt procurement activities to the value of US\$333 million, US\$1 3 million, US\$910 million, US\$541 million, US\$0 96 million and US 0,528 million, respectively. The picture below depicts the loss of millions of US Dollars per country. Countries such as the UK, Malaysia, and SA have managed to open criminal cases, and investigations are ongoing. It was worse in the UK and SA, where PPE procurement contracts were awarded to service providers that are not in the medical field but in special VIP lanes and organising events, respectively (Cuadrado, 2022:5).

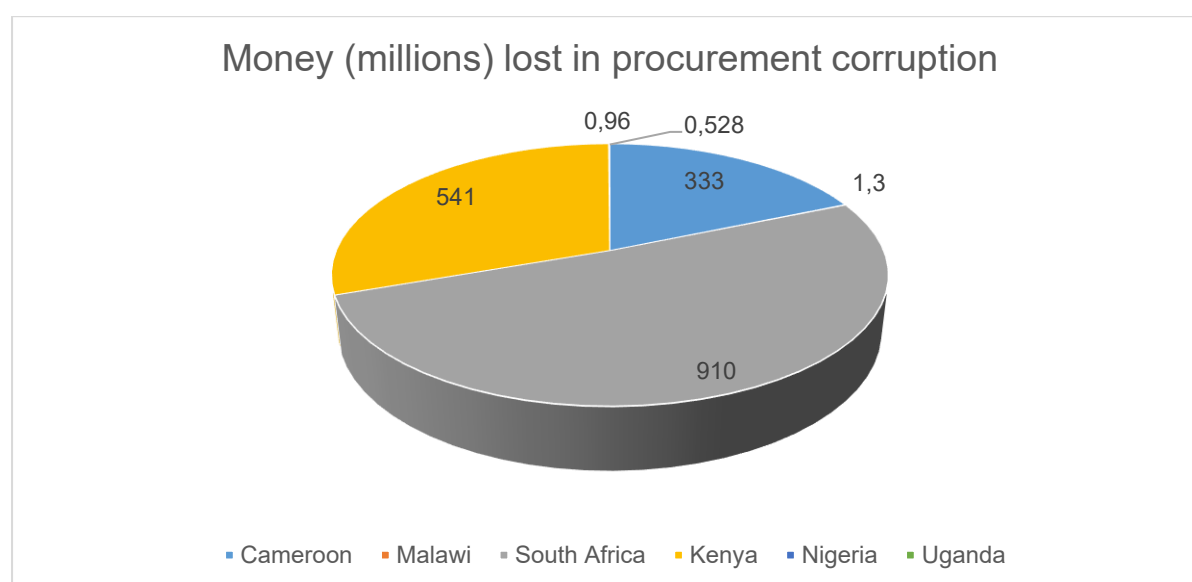


Figure 30.211: African countries' share of COVID-19 procurement corruption in US\$ (Own compilation)

Transparency in emergency procurement during COVID-19 is critical in the fight against corruption and in restoring public trust in the procurement process (Kendall et al., 2020:3). Furthermore, government institutions should have at their disposal framework agreements for emergency procurement where contractual terms and conditions and price schedule for an emergency with accredited service providers (Kendall et al., 2020:10). Countries such as Brazil, Canada, India, Indonesia, France, Italy, Mexico, Spain, Switzerland, RSA, Turkey, UK and USA amongst others had procurement legislation that gave authority to use simplified and flexible SCM procedures to respond to the urgent needs presented by COVID-19 while still maintaining transparency and accountability (UNODC, 2020:23).

In SA, the National Treasury issued Instruction Note 5 of 2020/2021 in response to the procurement requirements for a national disaster. This procurement instruction was meant to provide a clear direction on the procurement of goods and services during the COVID-19 disaster and to avoid the abuse of procurement processes. AOs and authorities were urged by this procurement instruction to ensure that internal controls are in place and officials are delegated to execute their procurement functions. Guidance was provided regarding the prices of the PPEs and other related goods and services.

The SA SCM processes are challenged by cumbersome processes and a lot of red tape, hence delays, lack of decision-making, duplication, and inconsistencies. The paper-based processes in SCM mostly cause the above challenges, which require modernisation of the procurement processes. The lessons learned from the COVID-19 experience is that government institutions should adopt digital procurement strategies to allow more flexibility and agility, while also ensuring that enhanced integrity be considered. The automation of SCM processes will increase the efficiency and effectiveness in the evaluation and awarding of tenders. This will result in the acceleration of infrastructure development to boost the economy while reducing fraud and wasteful spending (Malatjie et al., 2023:24; PwC 2020:16). Furthermore, the SA government agencies, such as SASSA, must shift their focus to digitisation of their business processes, and in particular SCM. An “e-Procurement” service platform is the next step to improve service delivery. The government must consider radical digital transformation, with associated automation and virtual services to make the public sector more affordable and resilient (PwC, 2020:20). SASSA is the institution or agency of government responsible for service delivery through the disbursement of social grants to eligible citizens. The provision of services was negatively affected by the COVID-19 pandemic. The lessons learnt from the implementation of the special COVID19 SRD-Grant (R350) implementation must be applied to all other areas of SASSA's operations, particularly the online processing of applications for grants, including the validation against various databases for confirmation of income. This will contribute towards realising the shortest turnaround time for processing social grant applications (SASSA, 2022/23:2).

3.8 Maximising Efficiency through E-Procurement in Cloud Computing for Public Procurement

Developing countries are faced with the challenges of corruption, and public e-procurement will assist in reducing this risk. All stakeholders can view and monitor all the procurement activities through the e-procurement government web portal. It will assist in making accessible all procurement information, and no information would be hidden by procurement officers from

the public. All the project technical specifications can be posted on an e-procurement web portal. This will prevent officials in the planning phase from adding additional specifications or making changes to specifications for their own benefit (Neupane et al., 2012:307).

Information technology globally has changed or improved SCM and logistics by introducing e-commerce or e-procurement to move away from traditional SCM processes, it offers standardisation and flexibility, and the costs are very low as is accessible to everybody (Delfmann & Albers, 2000:68). In SA, e-procurement in the public sector is part of e-governance development, and deals with the acquisition of goods and services, using an electronic process to enhance equality, fairness, quality, transparency, and value for money for the public entities such as SASSA. Currently, the SA government has not implemented or fully participated in e-commerce or e-procurement.

E-procurement assists entities in fighting the challenges of corruption. The National Treasury in the 2015 Public sector supply chain management review, indicated the challenges of lack of roles and responsibilities of SCM technical practitioners in the procurement process (Duma, 2018:4). In contrast, the World Bank reported that Africa has not been using e-procurement due to slow process of having the necessary capacity, lack of infrastructure and internet access at the large scale (Anthony, 2018:40). However, in SA, the SCM regulations 2015 and SASSA SCM delegations permits various forms of procurement starting from verbal, written and single quotations depending on the stipulated threshold. Therefore, with these SA methods, e-procurement can easily be instituted by translating or converting this manual process into electronic processes with the same requirements and compliance (Anthony, 2018:41).

The objective of e-government procurement, as cited by ADB (2013:11), is to promote fair competition, have cost efficiency, prevent malpractice, and promote transparency using online procurement processes on goods, and services that account for approximately 70% to 80% of all transactions in the public procurement.

Most of the developed countries, such as Canada, started the use of cloud computing in the public sector, and this anticipated cost savings of between CAN\$100 million to CAN\$200 million per year using cloud computing in both provincial department and government agencies (ADB, 2013:50).

Cloud computing provides advantages and benefits which relate to the problems identified in the study such as flexibility in the SCM processes. It further ensures security and data privacy and saves costs relating to storage and human resources (Access Partnership, 2018:3; Nicoletti, 2016:4). Furthermore, access to information or data anywhere in the world in a

professional and continuous manner is available, and the ability to share or access to stored information is an advantage of a cloud computing system (Nicoletti, 2016:6).

It is important to note that it is an objective of the SA government sector to find a solution to reduce costs in running its institutions, and it must find ways to deliver more efficient public services with limited financial resources. As cited above, Europe and Asia, have benefitted from the use of cloud computing. Cloud computing services will benefit the public sector, the costs of capital expenditure relating to infrastructure, inventory, and IT equipment will reduce (Gillwald & Moyo, 2017:13). As much as cloud computing has advantages there are also risks associated in terms of security, distrust generated by transferring data to third parties and compliance with legal data protection requirements (Muhic et al., 2023:9).

There is security risks associated with cloud computing in the public sector, such as unauthorised access to personal information hosted where the sector does not have full control and the inability of infrastructure to be certain, and this might lead to unintended consequences. In this context, the segregation of duties is important, where more than one person is required to complete a task to prevent fraud, sabotage, theft, misuse of information, and other security compromises. Furthermore, malicious attacks by hackers, power failure, and natural disasters could create havoc in the system (Islam & Karlsson, 2022:3). In 2010, 38% of UK government institutions reported using cloud computing services. Recently, this initiative has improved to 82% in 2019 (Access Partnership, 2018:2-3). With the UK experience, there is no doubt that cloud computing is the solution in the current environment, particularly in institutions such as SASSA.

Abell et al., (2021:3) emphasised the improvement in the government sector since the introduction of cloud computing in executing its functions, as well as the efficiency and economy in costs and time spent in transacting for citizens. Furthermore, SASSA can be rescued with grant application files of beneficiaries because cloud computing ensures the reliability of data and secure business continuity and disaster recovery services, where a natural disaster might cause outages, or if other adverse events impact a country (Abell et al., 2021:3). From an SA perspective, Zhou and Tang (2018:111) advises that government should make use of this opportunity as staff will no longer be tied up to traditional computer software, but to use an application for cloud computing that will enhance compatibility, an increase in storage capacity and a reduction in costs.

3.9 Conclusion

SA is participating globally and affiliated with different international institution such as the United Nations, BRICS Plus and others. SCM is aligned to international standards, hence

comparative perspectives with the rest of the world, and compliance to international standards boost SA in terms of efficiency and the ability to adjust to challenges experienced. COVID-19 affected all countries in the world and SCM was found lacking the ability to adjust to the global COVID-19 challenges it were confronted with.

Emergency procurement measures were in place to deal with local disasters, but they could not handle a homogeneous global disaster, such as COVID-19. Corrupt officials and suppliers took advantage of the weak SCM system and processes within the public sector. The losses experienced due to corruption provided learned lessons to the world, and SA in particular. SCM flexibility, adaptability and responsiveness are central to the solution and readiness through the employment of digitisation and automation in the SCM processes. The introduction of the COVID-19 R350 special grant system is the first in SA.

CHAPTER 4: LEGISLATIVE AND REGULATORY FRAMEWORK GOVERNING SUPPLY CHAIN MANAGEMENT IN NATIONAL GOVERNMENT

4.1 Introduction

The purpose of Chapter 4 is to emphasise the importance of a legislative framework to control and guide the procurement processes of government institutions and public entities in the utilisation of state resources, to achieve its service delivery objectives. This chapter would therefore identify and discuss the different pieces of legislation and National Treasury SCM instructions that governs SCM in the public sector environment. Some best SCM practices from the private sector are also to be highlighted.

In terms of National Treasury (2015:9) public sector is reported to be the most buyer of goods and service if construction works is included. Therefore, supply chain management policies must be user-friendly but within the relevant legislation to enable attainment of government priorities within the prescribed period. It is required from managers, who are overseeing SCM in the public sector, to have a thorough understanding of the legislative framework and policies that governs SCM processes. The National Treasury (2015:6) is further of the opinion that the identification and implementation of innovative ways in SCM is necessary to improve employees' skills and knowledge. It is therefore imperative that the legislative framework and policies are carefully scrutinised.

4.2 The legislative framework guiding supply chain management in national government

The legislative framework for supply chain management in government consists of various acts, regulations and other policy documents like the Treasury Instructions issued by the National Treasury.

4.2.1 The 1996 Constitution of the Republic of South Africa

The Constitution of the Republic of South Africa (1996) is the supreme law of the country. In terms of section 195(1) of the Constitution, public administration should be governed by the democratic values and principles that promote and maintain a high standard of professionalism and good ethical behaviour. Inadequate systems and procedures to manage unethical behaviour of government officials when dealing with the procurement of goods and services in an institution is a concern as it is affecting the economic transformation in the country (Mazibuko & Fourie, 2017:115).

Section 217(1) of the Constitution outlines the procurement objectives of government in all spheres of government including institutions identified in national legislation, by stating that when government contracts for goods or services it must be done by means of an equitable, fair, transparent, competitive and cost-effective system. Public procurement is performed with social, economic, and financial objectives in mind and the fundamentals thereof are the promotion of transparency and openness in public procurement, economic efficiency, efficiency in public procurement, public confidence in the procurement process, equality and fairness, and to eliminate corruption in public procurement (Komakech, 2016:08). Therefore, these social, economic and financial objectives mentioned above will be detailed below and their importance in the SA procurement system be clarified.

4.2.1.1 Economic efficiency

Public procurement is the driver of economic growth as it assists the government in providing citizens with services such as education, health, social services, societal well-being and security (OECD, 2019:14). Nsiah-Asare and Boateng (2016:08) state that promoting economic efficiency in procurement refers to how productively inputs are translated into outputs. Boyce and Brown (2019:16) argue that the local economy, particularly in the case of a province or a municipality, obtains a boost when government institutions allocate a part of their purchasing budgets to local suppliers.

Furthermore, the acquisition of goods and services through supply chain processes contributes to economic growth, job creation, poverty reduction and migration from the informal to the formal economy (Boyce & Brown, 2019:17). There is justification for the belief that government allocation of contracts to local small and medium business enterprises develops the local economy and can bring significant social and economic benefits to communities (Esteves & Barclay, 2012:206). In addition, government investment in infrastructure development further creates job opportunities (Parliament, 8 May 2020).

4.2.1.2 Efficiency in public procurement

The OECD (2015) asserted that the use of competitive bidding is a means of boosting efficiency by achieving better value for money. Competitive procedures must be a protocol to conduct procurement in achieving efficiency and obtaining fair and competitive pricing. Komakech (2016:21) argues that procurement practitioners in their line of duty appear not to satisfy customers because procurement duties are time-bound to the extent that budgets sometimes remain unused for their purpose because of the inefficiencies.

Manzoor (2014:4) takes efficiency further by asserting that presently, amid the 4th Industrial Revolution, the public sector's implementation of e-governance has brought efficiency to the public sector by providing better services to citizens in an accountable and responsible manner. Acknowledging the role and concepts of economy and efficiency in the procurement process will achieve better service delivery at a lower cost to communities (Tremblay & Boyle, 2018:13). Efficiency in the SCM process is the centre of institutional strategic management and a tool to enable institutional efficiency. Lichocik and Sadowski (2013:120) identified the following elements that are key and critical to efficiency in SCM: institutional systems to support SCM, a proper SCM structure and an institutional culture and compatible systems.

4.2.1.3 Building public confidence in procurement processes

According to Komakech (2016:21), communities lose confidence in the credibility of procurement processes when politically connected individuals and relatives are awarded contracts to provide services to the government sector. Public members have sometimes lost confidence in the procurement process, terming it “a thing for the selected few” (Komakech, 2016:21). A proper public procurement process should restore this confidence by delivering positive results as is required and expected.

Masse et al., (2015:216) refer to an e-procurement system that was implemented in Georgia that reduces the use of a manual document system. This resulted in instilling public confidence, reducing the risk of corruption and increasing transparency. In contrast, Fourie and Malan (2020:17) argue that in SA, due to increasing service delivery protests, citizens have lost confidence in the public sector supply chain management system.

The Auditor-General South Africa (AGSA) (2020:11), in a media release, confirmed that the public is losing confidence in the procurement system when it was found in an audit that various contracts were awarded for the supply of personal protective equipment (PPE) to suppliers who have no history in the medical field, often operating in a different industry, or being registered as a business just before a contract was awarded.

4.2.1.4 Equality and fairness in the public sector procurement process

The objective of equality and fairness is to offer the same opportunity to anyone who wants to participate in the public sector procurement process. Komakech (2016:21), therefore, argues that institutions determine processes and procedures to ensure that everybody is treated fairly and to ensure that state resources are not utilised to benefit only specific individuals or service providers in an unfair and biased manner. Blažo and Kováčiková (2019:140) understand competitiveness as the practice of fair and diligent behaviour by contracting authorities.

The Office of the Chief Procurement Officer in the National Treasury was established with the purpose to modernise the state procurement system to adhere to the principles of fair, equitable, transparent, competitive and cost-effective (National Treasury, 2016:5). In terms of section 217 of the Constitution, fairness, openness, transparency, equitability and economy must form the basis when government contracts for goods and services. Anthony (2018:45) explains that the context in which fairness is referred to means that all interested parties should have equal access to procurement opportunities in the government sector. An open procurement system in public sector procurement is concerned with following the money trail across the entire chain of public contracts to ensure fairness and accountability in the process (Maceda & Sangil, 2020:3).

4.2.1.5 Elimination of corruption in public procurement

The OECD (2016:6) describes corruption as the exploitation of vulnerable procurement practices and systems, such as misappropriation, improper influence in the needs assessment and award process, and fraud in bid evaluations, discrepancies of invoices or contract obligations. Corruption in public procurement is described by Mantzaris (2014:71) as procurement irregularities emanating from unethical behaviours by all the parties involved directly or indirectly in the procurement processes. These irregularities or unethical behaviours include but are not limited to bribery for favours, payment as a kickback, fronting to qualify for BEE status and points, and payments made for goods or services not received.

The OECD (2016:7) has the view that public procurement corruption if it is not eliminated, will have direct cost implications due to a loss of public funds through misallocations or higher expenses and will indirectly cost countries due to the distortion of competition, limited market access and reduced business appetite for foreign investors.

4.2.2 The Public Audit Act, 2004 (Act 25 of 2004)

Parliament unanimously voted to give AGSA extended powers after recent changes in its mandate. The President signed into law and endorsed these changes that expanded the public sector audit mandate. The Public Audit Act (PAA) introduces the concept of material irregularity, which is the central feature of this amendment, as discussed below.

4.2.2.1 Procurement irregularities

Taddele (2019:05) concludes that irregularities in public procurement awarding as a contravention of public procurement rules and regulations. Tabish and Jha (2010:6) identify

irregularities in public procurement under three stages of a public project: pre-tender, bid stage and execution stages. The AGSA (2022:9) contents procurement irregularities in the context of material irregularities as failure to follow procurement processes as outlined in the legislation as identified during the audit under the Public Audit Act (PAA) to the level that the non-compliance aftermath is material financial loss resulting in serious harm to the institution and public.

Furthermore, the AGSA's assertion regarding the PAA is that if the Accounting Officers (AO) or Accounting Authorities (AA) are not dealing with material irregularities within a reasonable time, the AGSA is authorised to refer the matter to the relevant authorities for further investigation. Additionally, AGSA can also recommend any action for the matter to be resolved. Lastly, AGSA can, on its own, issue a certificate of debt against the AO for failure to implement the remedial action against the responsible officials (AGSA, 2022:9).

Lukhele et al., (2022:52) indicate that procurement irregularities are found in every stage of the procurement process, right from the initiation stage of needs assessment until the final stage of award and contracting. Their study indicates that in the SA context, public procurement in the construction industry still has uncertainties in the form and extent of procurement irregularities in construction services (Lukhele et al., 2022:53).

4.2.2.2 Trivial irregularities in public contract awarding

Insignificant (trivial) irregularities in public procurement awarding are all errors occurring in the application of procurement rules, which do not affect the results of the procedure (Taddele, 2019:7). SCM practices are currently not always executed according to legislation, specifically in terms of openness, transparency and fairness. According to Fourie and Malan (2020:13), trivial irregularities are when minor administrative SCM processes are not followed, such as bid documents not being published and bids not being opened in public.

National Treasury (2014) outlines that non-compliance with prescriptions must be linked to a financial transaction for irregular expenditure to occur in the public sector. This transaction, condition or event may trigger irregular expenditure, and a department or government institution will only record irregular expenditure when a payment pertaining to the non-compliance is made. Fourie and Malan (2020:9) confirm that irregular expenditure is all expenditure where there was procedural non-compliance with legislation before the payment.

4.2.2.3 Irregularities in the awarding of public contracts

Taddele (2019:07) suggests that irregularities as those irregularities that have an influence on the outcome of a public procurement procedure. Section 1 of the PAA affirms as failure to follow procurement processes as outlined in the Act identified during the audit under the PAA

to the level that the non-compliance aftermath is material financial loss resulting in serious harm to the institution and general public. Fourie and Malan (2020:09) argue that material irregularities originate from the contravention of legislative and supply chain management policies, and it also extends to include instances of fraud, theft and a breach of fiduciary duty. Furthermore, the difference between material irregularities and irregular expenditure is that any non-compliance is considered material irregularities (Citizens Report, 2018/19:36).

4.2.3 Public Finance Management Act, 1999 (Act 1 of 1999)

The Public Finance Management Act (Act 1 of 1999) (PFMA) commenced on 1 April 1999 after it was assented to by the President on 2 March 1999. PFMA is intended to regulate, guide and monitor financial management in national and provincial government spheres. The objective of the PFMA is to secure transparency, accountability, and sound management of the revenue, expenditure, assets and liabilities of all institutions to which the PFMA applies (section 2 of the PFMA). Section 38(1) of the PFMA deals with the general financial responsibilities of AOs of departments, trading entities and constitutional institutions. Section 38(1)(iii) of the PFMA determines specifically the responsibility of AOs in terms of procurement and provisioning.

Furthermore, section 76(4)(c) of the PFMA instructs the National Treasury to regulate or issue instructions to all government departments and its entities regarding matters concerning financial and procurement management. The PFMA promotes the objectives of effective financial management to optimise service delivery through the effective and efficient use of limited resources. The PFMA intends to focus on the output and responsibilities as opposed to the rule-driven approach introduced by previous Exchequer Acts, repealed in Schedule 6 of the PFMA. Officials in a department, trading entity or constitutional institution are responsible for the achievement of the key objectives of the PFMA (section 45 of the PFMA).

The PFMA aims to modernise financial management in the public sector and, in the process, to reduce fraud, corruption and waste. More efficient and effective use of public resources may maximise the capacity of government to deliver services. The PFMA also enables AOs to manage but simultaneously holds them accountable for the resources they use (National Treasury, 2000:3).

In summary, the PFMA establishes accountability and allocates responsibilities to AOs, authorities and officials in general to whom certain powers and functions have been assigned (section 81(2) of the PFMA). Section 76(4) (c) of the PFMA also regulates public procurement and echoes the same constitutional sentiments of fairness, equitability, transparency, competitiveness and cost-effectiveness. In this regard, the National and Provincial

Assemblies, through committees like Standing Committee on Public Accounts SCOPA and Provincial Public Account Committees (PROPAC), have the powers to ensure that all executive organs of state in the national and provincial sphere of government are accountable to it (section 55(2) (a) of the Constitution).

In the case of provinces, section 114(2) (a) of the Constitution determines that a provincial legislature must ensure that all provincial executive organs of state in the province are accountable to it. The SCOPA of the National Assembly also derives its mandate from section 55(2) of the Constitution. In the case of provincial legislators, PROPAC derive their mandate from section 114(2) of the Constitution.

4.2.4 Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000)

The Preferential Procurement Policy Framework Act (Act 5 of 2000) (PPPFA) and the Preferential Procurement Regulations, 2017, issued in terms of section 5 of the PPPFA, give effect to Section 217(3) of the Constitution, which determines that national legislation must prescribe a framework within which preferential procurement must be implemented. The PPPFA and its regulations integrate the 80/20 and 90/10 preference points systems, according to which preference points are allocated, and procurement is performed. The formulae and tables below outline how these preference points are calculated and implemented (RSA, 2017:26).

Based on the 80/20 and 90/10 points system, 80 or 90 points may be awarded for the price of a product provided that the tenderer with the lowest price scores the highest points, i.e. 80 or 90. The remaining 20 or 10 points is determined by the BBBEE status of a tenderer. The decision to apply the 80/20 or 90/10 formula is based on the threshold value of the tender. According to RSA (2022:17), the 80/20 preference point system is applicable for the acquisition of goods or services with a Rand value equal to or below R50 million.

$$P_s = 80 \left(1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$$

Where:

P_s = Points scored for the price of the bid under consideration.

P_t = Price of tender under consideration; and

P min = Price of the lowest acceptable bid.

The following table must be used to calculate the score out of 20 for BBEE:

Calculation 4.1: Practical application of the 80/20 formula

$$80 \left\{ \frac{1 - \frac{R310\,000 - R300\,000}{R300\,000}}{1} \right\}$$

$$= 0.03$$

$$1 - 0.03 = 0.97$$

$$80 \times 0.97 = 77.60\%$$

$$77.60\% + 12^* = 89.6\% \text{ (Successful bidder scores 89.6\%)}$$

*** Figure based on level 4 B-BBEE status level contributor. Number of points = 12**

Source: Own calculation.

Table 40.1: Calculation of score of 20 for BBEE

B-BBEE Status Level of Contributor	Number of Points
1	20
2	18
3	14
4	12
5	8
6	6
7	4
8	2
Non-compliant contributor	0

According to RSA (2022: 17), the 90/10 preference point system is applicable for the acquisition of goods or services with a Rand value above R50 million.

$$P_s = 90 \left(1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$$

Where:

P_s = Points scored for the price of the bid under consideration.

P_t = Price of bid under consideration; and

$P_{\min}$ = Price of the lowest acceptable bid.

Calculation 4.2: Practical application of the 90/10 formula

$$90 \left[1 - \frac{R310\,000 - R300\,000}{R300\,000} \right]$$

$$= 0.03$$

$$1 - 0.03 = 0.97$$

$$80 \times 0.97 = 87.30\%$$

$$87.30\% + 5^* = 92.30\% \text{ (Successful bidder scores 87.30\%)}$$

*** Figure based on level 4 B-BBEE status level contributor. Number of points = 5**

Source: Own calculation.

The following Table 4.2 must be used to calculate the points out of 10 for BBEE.

Table 40.2: Calculation of score of 10 for BBBEE

B-BBEE Status Level of Contributor Number of Points	Number of Points
1	10
2	9
3	6
4	5
5	4
6	3
7	2
8	1
Non-compliant contributor	0

Table 4.3 below is an example of the application of the formulae indicated above when the scoring principles of 80/20 and 90/10 are used. The principle is the same for both modalities; however, the only difference is in prices, where the 80/20 modality refers to 80% of points allocated to the price and 20% points for the Broad-Based Black Economic Empowerment BBBEE status contribution. Whereas the 90/10 modality refers to 90% points allocation to price and 10% points for BBBEE status contribution. Therefore, the below example is applied on the 80/20 modality where according to the data sheet Company A got more points on price i.e. 80% and maximum points of 20% on BBBEE status. Hence, their most preferred service provider scored the highest points of 100%. Company B is the second preferred, though their price is higher; however, they scored 18 points on BBBEE status and 97% points on overall scoring, whereas Company C, which has the second lowest price, could get points on BBBEE status and scored the lowest points of 80% on price only.

Table 40.3: Example of application of the formulae using scoring principles of 80/20 and 90/10

INPUT SHEET

Data captured dates and time	Entered By	Bidders Name	Bidders	Points	Price	Price Point %	Final Score %
05-30-2022 18:20:14	SCM practitioner	Company A	Bidder No1	20	R495 065,54	80	100
05-30-2022 18:20:54	SCM practitioner	Company B	Bidder No2	18	R500 000,00	79	97
05-30-2022 18:21:51	SCM practitioner	Company C	Bidder No3	0	R498 000,00	80	80

BIDDERS NO	BIDDER NAME	POINT ALLOCATED	PRICE	PRICE POINT	FINAL SCORE
Bidder No1	Company A	20	R 495 065,54	80,00	100,00
Bidder No2	Company B	18	R 500 000,00	79,20	97,20
Bidder No3	Company C	0	R 498 000,00	79,53	79,53
MINIMUM PRICE QUOTED	R 495 065,54	100			
			<u>Compiled by:</u>	<u>Verified By</u>	
SCM Officials :					
Recommended Service Provider:		<u>Date</u>	<u>Date</u>		
Motivation:		<u>Signature:</u>	<u>Signature:</u>		
Scored Highest Points and quoted according to the specification					
Final Score Recommended Service Provider		<u>Rank:</u>	<u>Rank:</u>		
100					

Source: Unknown

According to the National Treasury (2004:13), the proper implementation of bid procedures, policies and control measures can achieve efficiency and effectiveness in SCM and promote uniformity across the public sector. A preference point system must be followed in awarding of bids, price and empowerment and basis for award. Section 8 of the PPPFA encourages industrialisation where local content is required when procurement of goods and services is to

take place (Brown, 2014:6). National Treasury (2011:11) outlined the formula according to which local content must be calculated as follows:

$$\text{Local Content (LC)} = 1 - (X/Y) \times 100$$

Where,

X = imported content

Y = bid price excluding value-added tax (VAT)

Prices referred to in the determination of x must be converted to Rand (ZAR) by using the exchange rate published by the SARB at 12:00 on the date, one week (7 calendar days) prior to the closing date of the bid. For the procurement processes to fulfil their obligation to address the objectives of the procurement regulations, the following bidding documents were developed to assist procurement practitioners in accordance with the prescripts of the Preferential Procurement Regulations (2022).

Table 40.4: Standard Bidding Documents (SBD)

SBD Description	Document number
Invitation of bid	SBD 1
Pricing schedule	SBD 3.1, 3.2, and 3.3
Declaration of interest	SBD 4
Preference claims in terms of the preferential procurement regulation, 2011	SBD 6.1
Declaration certificate for local content	SBD 6.2
Formal contracts	SBD 7.1, 7.2 and 7.3

(Source: Preferential Procurement Regulation [PPR], 2022)

The complexities in the SCM environment to fulfil objectives and goals need highly qualified, dedicated, well-trained SCM personnel in the public sector, and it is the responsibility of both AOs and Authorities to adhere to this requirement (Fuzile, 2015:52; National Treasury, 2004:22).

4.2.5 Public Procurement Act, 2024 (No. 28 of 2024)

The South African procurement framework was riddled with loopholes that led to procurement irregularities and corruption, which lead to no delivery or inferior service delivery to the public. The allegations of State Capture, Corruption and Fraud in the Public Sector led to the appointment of judicial commission of inquiry (Corruption Watch 2024: 2).

Although the Public Procurement Act, 2024 (No. 28 of 2024) (PPA) has been assented to by the President, it has not been proclaimed yet. It is, however, important to discuss the PPA and its objectives in the context of this research.

The PPA confirms the seriousness and efforts by the government to prevent corruption hence the introduction of measures to increase transparency and accountability within procuring institutions. The establishment of the public procurement office within the National Treasury headed by the Chief Procurement Officer, demonstrates the new changes in this environment (section 4(1) of the PPA). PPA introduces technology and automation in the procurement process environment in order to improve the efficiency and effectiveness of procurement in South Africa (section 28 and 29 of the PPA).

Moreover, the study discovered that the establishment of the public procurement office as indicated above aims to serve as a watchdog to promote the integrity of procurement practices. Additionally, the office of the procurement officer is empowered to issue procurement directives to all institutions falling into the categories stated above.

The public procurement refers to the process in which public institutions buy goods and services from service providers or suppliers. This process incorporates number of stages that must be adhered to by the cost centre that starts with need identification, specifications, bids invitations and evaluation, contracts awards and management of logistics for goods and services.

The PPA was assented to by the President on 18 July 2024 and published in the Government Gazette on 23 July 2024. The PPA brought a new procurement era, which centres around the transparency as envisaged by section 217 of the Constitution. The objective of the PPA is to eradicate loopholes and risks identified in the procurement process and to guard against misuse of government resources but promote efficiencies.

Furthermore, section 2(1) of the PPA advances the objective of introducing the only framework regulating public preferential procurement for all organs of state. Section 4(1) of the PPA establishes a Public Procurement Office within the National Treasury, responsible for standardisation of procurement processes, digitisation and automation to drive procurement. A Public Procurement Tribunal is also established in terms of section 36(1) of the PPA to adjudicate and review decisions and awards contested by bidders pronounced by the procuring institutions and entities.

The procuring tribunal refers to a committee that will look at the disputes submitted by the bidders who are not satisfied with a decision made by the public institution, through their procurement processes, to award a bid (section 47(1) of the PPA). Therefore, according to the PPA this reconsideration mechanism allows application for the disputes to be submitted

within 10 days of the date the bidder is informed of the decision. However, the PPA urges the aggrieved parties to first follow the internal processes before the matter can be escalated to the tribunal or court for relief in terms of section 35(2)(a) of PPA.

Section 45(1) of the PPA says the Chairperson, who is a retired judge in terms of section 37(1)(a) of the PPA, must appoint a panel in the national, provincial and local spheres of government to adjudicate on all disputes and to make a ruling as to whether to issue confirmations or defer decisions or set a side or turn it back for review by the procuring institution.

Furthermore, the Tribunal panel must issue a verdict that will instruct the procuring institution to cancel the award and instruct that procurement proceeding be stopped in accordance with section 51(1)(2) of the PPA. It is important to note that PPA is signed into law but will only come into force on a date proclaimed by the President in the Government Gazette (section 69(1) of the PPA).

The PPA features and its objectives collaborate this research study findings and recommendations. The Act promote a single procurement framework by all organs of state, and further guard against corrupt activities through closing the loopholes and accountability. Additionally, the PPA encourages or enforces a local content as the way to local economic development through procurement of the locally produced goods, services and local infrastructure projects. Section 68 of the PPA is also important.

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

The Broad-Based Black Economic Empowerment Act (Act 53 of 2003) (B-BBEEA) is broader and more inclusive than was the case with previous Black Economic Empowerment (BEE) policies. Section 1 of the B-BBEEA cites black people as Africans, Coloureds and Indians. Section 1 further enhances broad-based BEE as “the economic empowerment of all black people including women, workers, youth, people with disabilities and people living in rural areas”. See section 17(1) of the PPA regarding the above. See Schedule of the PPA.

4.2.7 Promotion of Equality and the Prevention of Unfair Discrimination Act, 2000 (Act No 4 of 2000)

According to the Judicial Commission of Inquiry into State Capture Report (RSA, 2022:781), the Promotion of Equality and the Prevention of Unfair Discrimination Act (Act No 4 of 2000) is also applicable to public procurement, where it gives effect to section 9, read with item 23(1)

of Schedule 6, of the Constitution to discourage unfair treatment, to promote equality and to eradicate unfair discrimination.

The Promotion of Equality and the Prevention of Unfair Discrimination Act (2000) provides for transparency, measuring and reporting on key performance indicators; making public institutional policies and implementation plans for the promotion of gender equality, establishing benchmarks that quantify inclusion of women at all levels, measure and report on progress, both internally and externally, using data disaggregated by sex and incorporate gender markers into ongoing reporting obligations.

4.2.8 Construction Industry Development Board Act, 2000 (No 38 of 2000)

Apart from the goods and services procurement, any construction procurement in the public sector is administered under the Construction Industry Development Board Act (No 38 of 2000) Act. The reason for this is due to the technical aspects of construction work and the need for skills and capacity in the construction industry. The procurement of big construction projects requires certain skills and is accompanied by complicated tasks which should, at best, be performed by specialists in the area (Judicial Commission of Inquiry into State Capture Report, 2022:788).

4.2.9 Prevention and Combating of Corrupt Activities Act, 2004 (Act No 12 of 2004)

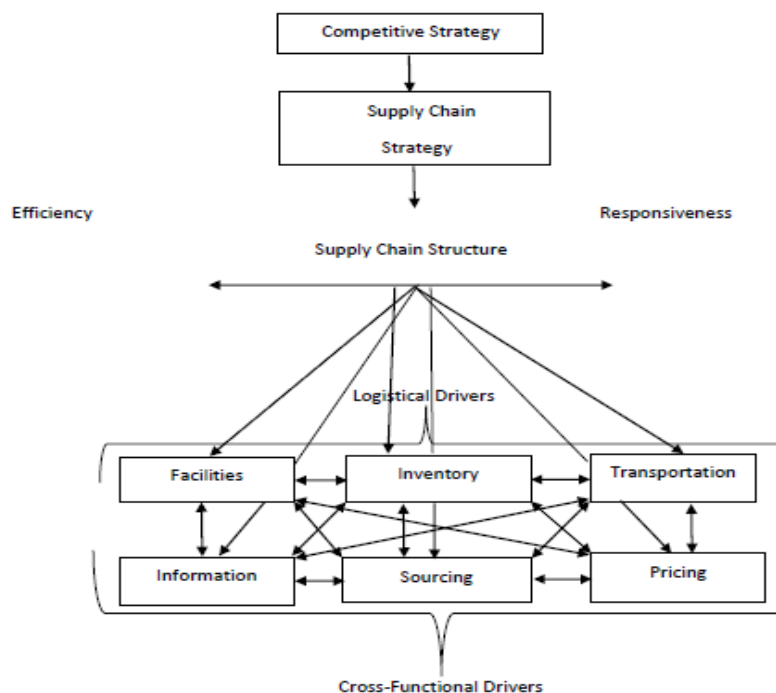
The purpose of the Prevention and Combating of Corrupt Activities Act (Act No 12 of 2004) is to provide measures to strengthen capacity and to combat corrupt activities. Corruption negatively affects economic development, damages social values and undermines democracy and good governance. Hence, every effort to strengthen measures to prevent and combat corruption is of paramount importance. According to the National Anti-Corruption Strategy (NACS) (2020:46), SA is now on the verge of a new phase in its efforts to fight corruption as the implementation phase of the NACS commenced during 2020/21. The NACS also gives effect to recommendations made by the National Planning Commission in the National Development Plan (NPC, 2011:447).

A study conducted in 36 African countries by Isbell (2017:3) revealed that, on average, 55% of Africans agree that levels of corruption increased “somewhat” or “a lot” over the previous years. In SA, 83% of respondents confirmed this finding, compared to countries such as Ghana (76%) and Nigeria (75%). Furthermore, the study revealed that elected leaders, government officials and police officials are the most corrupt, as this conclusion is represented by 45%, 38% and 34%, respectively (Isbell, 2017:3).

4.3 Service Supply Chain Management

Literature on services supply chains in the context of the private sector identifies certain drivers which are important for service delivery in the business environment (*Chopra & Meindi, 2016:58*). These supply chain drivers are not that different from drivers that should drive supply chains of the Agencies of government such as SASSA. SASSA, as an agency of the Department of Social Development, is complying with generally recognised accounting practice (GRAP) in the preparation of its financial statements, hence the application of accrual accounting when transacting and preparing the annual financial statements. GRAP standard numbers 12 and 17 dictate issues of inventory and assets management, respectively. The best practices in the supply chain that the private sector is following, and its frameworks can be adapted to apply in government and in the management of government supply chains. It is against this backdrop that the Service Supply Chain Management (SSCM) framework of government must be outlined within a legislative framework to have a holistic view encompassing both private and public sector principles. Therefore, the supply chain decision-making framework below gives the process flow of the supply chain in the private sector environment and how logistical drivers interact with cross-functional drivers for better service, efficiencies and responsiveness.

Figure 4.1: Supply Chain Decision-making Framework



Source: Chopra & Meindi, (2016:58)

Due to the environment within which SASSA conduct its business, i.e. that of a public entity, the study ought to observe procurement in the private sector to test or acknowledge the best practices that are already in the service supply chain management in the private sector. Chopra and Meindi (2016:56) outline the supply chain's performance in terms of its responsiveness and efficiency. This is achieved and influenced by the logistical and cross-functional drivers of supply chain performance, i.e. facilities, inventory, transport, information, sourcing and pricing management.

These supply chain performance drivers are discussed in more detail below. Service Supply chain management (SSCM) is argued as the amalgamation of critical institutional business processes from business units through suppliers that provide goods, services and information which create value add to customers and other stakeholders (Mukhamedjanova, 2020:759; Ellram et al., 2019; Desai & Rai, 2016). Karadayi and SerdarAsan (2014:572) view service supply chain management as the integration of service functions like health care, financial support and social services. The management of the delivery of services is challenging because it is entirely involved in both the creation and delivery thereof. Lin et al., (2010:1192) and Karadayi & SerdarAsan (2014:572) share the same view that the service functions aim to provide services, information and resources at the right time and place and improve the performance of employees.

4.3.1 Facilities management

According to De Toni et al., (2012:01), the crafting, planning and management of all support service processes important for the effective and efficient execution of the institution's core activities is named facility management. Facility management is a multi-faceted discipline meant to support the core business for the purpose of attainment of business objectives (Abdeen & Sandanayake, 2018:1105), whereas Pitt et al., (2014:331) agree and extend the argument that facilities management manages the supply of services required to maximise the core business support through supply chain navigation.

The inefficiency of facility management in the public sector, particularly in SASSA, such as poor maintenance and infrastructure provision at local offices of SASSA, has a negative impact on service delivery. There should be an emphasis on institutional health and safety (OHS) items that could otherwise lead to the total closure of an office. This may require a special dispensation from SCM and a closer link between local offices and the regional maintenance function (SASSA as-is Report of 2022).

4.3.2 Inventory

Effective supply chain practices in inventory management can project changes that might come as a result of fluctuations in the markets, and this will affect the SCM performance to the extent of business operations (Peck, 2005 in Zemzam et al., 2017:440; Ji & Caihong, 2008). The inventory exists in the supply chain because of a mismatch between supply and demand, and it is intentional in all the sectors where the inventory is held for future demand to reduce costs and improve responsiveness (Chopra & Meindl, 2016:65). The various methods of control theory, applied in the field of inventory management, include globally: classical control theory, optimal control, model predictive control and robust control.

4.3.2.1 Classical Control Theory

Dolgui et al., (2018:15390) and Ivanov et al., (2016:02) argue that the classical control theory introduces the automation of systems as a control measure for efficiency. Inventory controllers are human beings who tend to be affected by a variety of factors like errors, negligence and theft; therefore, the introduction of an automated inventory system to address these risks. The automated inventory system confirms the classical control theory, in as far as if it is implemented effectively there is real-time control in the supply chain and its practices (Schwartz & Rivera, 2010 in Ivanov et al., 2011:426; Puigjaner & Lainez, 2008; Sarimveis et al., 2008). Saeed (2009:64) confirms that to improve stability in the supply chain, the use of classical control is critical and proposed, as the demand forecast in the ordering environment is becoming complicated and needs automation as a control.

4.3.2.2 Optimal control

According to Diveev et al., (2020:01), the optimal control method is a computerised resolution method that deals with complexities and is not unique but varies according to the situation at hand. Optimal control is a mature mathematical discipline with numerous applications in both science and engineering. Halicka et al., (2015:14) argue that the process where objectives are pushed to reach their maximum value is called optimal control. Frego (2014:7) confirms that once there is a model, depending on the situation, there can be an interest in determining higher or lower points (or more in general, trajectories) that optimizes the model as a control measure.

4.3.2.3 Model predictive

Model Predictive Control (MPC) is the industry's best method or model for maximising productivity and services, Larsson (2014:17) asserts that the strong point of MPC is derived

from its early warning technique to anticipate and project the impact of disaster, risks or uncertainty and mitigate their effects with control actions, and from the ability to account for constraints.

4.3.2.4 Robust control

Zemzam et al., (2017:441) conclude that the robust control system remains fixed in the presence of uncertainties with the minimisation of the worst-case fluctuation in a feedback context. In particular, robust control theory can be used to quantify and deal with demand amplification, referred to as the bullwhip effect (BE) problem. Zemzam et al., (2017:441), Tal et al., (2009: xvi) and Disney and Towill (2003) argue that this phenomenon refers to the trend of orders amplifying in comparison to sales as they move through the echelons of a supply chain.

4.3.3 Transportation

Mazzawi and Alawamleh (2013:125) point out that transportation is a logistical transport arrangements for the movement of goods to customers within the stipulated timeframes at reasonable costs. It moves products or services between different stages in the supply chain and affects both responsiveness and efficiency. The correct choice of transportation gives an institution the right to adjust the location of its facilities and inventory to find the relationship between responsiveness and efficiency (Chopra & Meindl, 2016:64).

4.3.4 Information

Mazzawi and Alawamleh (2013:125) report that information serves as a data centre for various information about the products and goods and adds value to the process as it entails communication with outsiders. Information distribution among the chain members provides shared competitive advantages both in increasing customer values and taking out costs from the supply chain. Effective information can assist in improving the use of supply chain assets and managing supply chain flows to reduce costs and improve responsiveness (Chopra & Meindl, 2016:65). Information is at the centre of the institution to make decisions on the other four SCM drivers, including inventory, facilities, transportation and sourcing (Doan, 2020:475).

4.3.5 Sourcing and pricing

Mazzawi and Alawamleh (2013:125) argue that sourcing is the selection of suppliers who apply to deliver a particular supply chain activity such as services, storage, transportation, or

the management of information and at a strategic level. The sourcing decisions control what functions an institution performs, and what functions will be outsourced. Chopra and Meindl (2016:21) confirm that sourcing is the set of institutional SCM processes required to purchase goods and services. The most critical sourcing decision for an institution is the decision to outsource to a third party or insource. Furthermore, the institution's supply chain should decide on the procurement strategy, i.e. through direct negotiations, quotations /bids, or resort to an auction (Basu, 2009:4). Whereas pricing is the determination of how much an institution will be charged for the goods, and services provided (Chopra & Meindl, 2016:69; Mazzawi & Alawamleh, 2013:125).

4.4 Professionalism in supply chain management

An ethical conscience, or ethical behaviour, is one of the critical elements to resist any temptations SCM practitioners might find themselves in when executing procurement duties (Komakech, 2016:26). Procurement professionals should possess some unique qualities to enable them to execute their duties effectively and efficiently to maximize value for money and reducing corruption. The procurement professional should know both international and national public procurement regulations, standard bidding documents, and contract management skills and be able to monitor the procurement and disposal processes to ensure compliance with the procurement and disposal law or regulations (Fourie & Malan, 2020:19).

There is a need for government institutions to be resourced with professionals, trained and recognised by the procurement bodies to prevent any corruption and lack of compliance with supply chain management policies, processes and procedures (Mrope, 2017:49). Esper et al., (2010, in de Abreu & Alcantara, 2015:51), cite that supply chain practitioners should acquire managerial, and interpersonal skills, to deal with employees and customers, other than functional skills only. Furthermore, Mrope (2017:49) and Bor et al., (2015:98) suggest that professionalism refers to the workforce's conduct in business activities, being customer-centric when interacting with customers, not only educational qualifications. SCM practitioners should be fair and impartial and should not at any point in time offer undue preferential treatment or unfairly discriminate against individuals or groups when performing their duties (National Treasury, 2003).

Mokoena (2018:461) argues that the professionalisation of SCM involves the commitment of SCM practitioners to obtain relevant qualifications and further register with the professional bodies. Professionalism in public procurement imposes functionality, transparency and significant savings in public expenditure, thus partially explaining why it should be paid attention to (Kalinzi, 2014:2).

The OECD (2007:12) is of the opinion that unprofessionalism emanating from a lack of training, supply chain practitioners tend to equate to lack of or limitation to plenary, budgeting, and risk management in procurement, leading to unnecessary delays and cost overruns for projects. Supply chain practitioners may not necessarily be aware that their deeds are unethical or may be biased towards the process, which can lead to conflict-of-interest situations and sometimes corruption.

Setino and Ambe (2016:387) argue that in the past, SCM was regarded as a place where the underperformers were placed or transferred. Hence, most employees working in SCM in the public sector lack strategic skills within SCM because of the belief that any employee can do procurement. This kind of attitude towards SCM has seriously damaged the SCM function and contributed to a lack of strategic skills in SCM. There is a general lack of a sufficiently skilled and capable workforce in the SCM environment in the public sector (Mobu, 2011:5). Zitha et al., (2016:67) argue that compliance with SCM requirements need professionalism and knowledge of procurement as a discipline and an absence of professionalism in SCM will lead to non-compliance and poor service delivery.

4.5 Ethics in supply chain management

According to Treasury Regulation 16A8.1, supply chain management practitioners must adhere to the code of conduct and uphold the ethical standards set by the National Treasury. In a public sector context, Mle (2012:27), quoted by Fourie (2018:2), cites ethics as standards that urge the manner in which public officials should behave and practice when occupying offices to serve the public and are referred to as moral laws. Ethical conduct is a principle that guides employees to conduct their work through respect, trust, fairness, diligence, integrity and honesty (Jermisittiparsert & Srihirun, 2019:736). Unethical behaviour is clarified as the expression of one's willingness or commitment to engage in unethical behaviour. It is outlined as any action of an employee that violates widely accepted societal and moral norms (Kish-Gephart et al., 2010:2).

The OECD (2005) observed that first-world countries have not introduced a recourse to best practices for developing countries to consider when designing effective and ethical SCM systems. It was triggered by the challenges of ethical conduct emerging economies face (Jermisittiparsert & Srihirun, 2019:737). Yusuf et al., (2014:476) indicate that supply chain ethics are largely concerned with avoiding unethical behaviour. Ambrose et al., (2008:326) argued that junior officials found it difficult to comply with institutional ethical behaviour when they found senior officials conflicted with ethical behaviour.

Ethical conflict increases stress and reduces performance and satisfaction in senior officials. A code of conduct and ethics alone would not stop unethical or immoral behaviour. Ethics is a personal issue, and people have a moral compass that enables them to distinguish between right and wrong (SASSA, 2008). It is ethical and moral for SCM practitioners to comply with SCM processes. SCM compliance and relevant legislation are discussed next

4.6 Supply chain management compliance (SCMC)

Section 195(1) of the constitution refers to the democratic values and principles governing public administration in South Africa. These principles enshrined in the constitution (section 195(1)(a)) include the maintenance of a high standard of professional ethics, ensuring that state resources are spent in an economical, efficient and effective manner. Section 195(1)(d) of the Constitution further determines that when state officials execute their functions, they must perform them fairly, impartially, unbiased and equitably. These values and principles should be incorporated into the processes and procedures during the procurement of goods and services in the public sector. It is critical that SCM practitioners avoid conflict of interest through proper disclosure before the start of SCM processes. The section below outlines the legislation that regulates the conflict of interest in the SCM environment.

4.7 Conflict of interest

Regulations 16A8.3(a) and 16(A8.4(a) of the Treasury Regulations, 2005, state that SCM practitioners, and any other role-player, must disclose or declare any business interest and any activities that might compromise and lead to conflict of interest when dealing with the business of the institution. Furthermore, the National Treasury (2009) regulates the manner in which bids should be managed when submitted by persons working for the state; it also urges all AOs to ensure that SCM practitioners sign the code of conduct and declaration form to confirm or declare any personal or financial relationship with the bidders. Kovacikova (2019:42) and the OECD (2003:24) determine conflict of interest as involvement in public duties whilst having personal relations or interest in the matter, which could unfairly influence or be perceived to have influenced the decision.

Senior management service (SMS) members in the public service must disclose their interests once a year in an electronic disclosure system (eDisclosure). The Minister for Public Service and Administration expanded this requirement to also include other categories by issuing directives and determinations (DPSA, 2021:1). In terms of Regulation 18 of the Public Service

Regulations, 2016, all SMS members are required to disclose their financial interests to their relevant head of department not later than 30 April of each year.

Gabara (2021:1) referred to a recent case of government officials who were convicted in Mpumalanga Province, where two police officers were found guilty of doing business with the state. A complex example of the case of conflict of interest that has occupied media space in SA was reported by Sonjica (2021), alleging an irregular process of appointment of a communications supplier where a contract to the amount of R150 million was awarded and appeared to have contravened the PFMA.

The main issue in the irregular appointment of the supplier is the lack of disclosure of a conflict of interest by the Minister of Health. The investigation concluded that any amount paid to the supplier for the work done in relation to COVID-19 before the approval of the expansion of the contract to include COVID-19 is an irregular expenditure as it has contravened treasury regulations. Two officials who were close to the Minister committed fraud in that they refused to inform the NDOH that the supplier was bidding for the NHI media campaign contract, whereas, in fact, these two officials used the supplier as a front to hide the fact that they were bidding for the contract and “disguised” this, due to the fact that they were close associates of the Minister of Health, who was the Executive Authority of the NDOH, which was awarded the NHI media campaign contract (SIU Report, 2021: viii).

4.8 Conclusion

In this chapter, the legal framework gives a clear picture of the government's intention concerning supply chain management in the public sector. A legislative framework is in place to address the social imbalances created by the past political dispensation. Although this process of redress through procurement might not be simple, several governance structures are established to guard against misuse of state resources for self-fish reasons. This generic overview of the country is not immune to SASSA as the institution of government. The mandate of SASSA is crucial in alleviating poverty in the communities. SA is spending over 200 billion per annum on social grants through this institution; procurement processes are critical in ensuring that programme managers who are assigned service delivery responsibility find it smooth to roll out these services for the benefit of the communities. The SCM process and practices in SASSA are important in delivering services that directly impact SA communities. Therefore, legislation and governance structures are established solely to assist institutions in finding it easy to deliver these services of paying social grants effectively, efficiently, and economically.

CHAPTER 5: CRITICAL FACTORS INFLUENCING THE PERFORMANCE OF SUPPLY CHAIN MANAGEMENT

5.1 Introduction

SCM's effective and efficient performance in government institutions supporting service delivery programmes to citizens is important. As indicated in Chapter One, the lack of skills concerning SCM practitioners, amongst others, contributes to the challenges of an institution's service delivery programmes, particularly in a government agency such as SASSA. Hence, it is crucial to identify in this chapter any factors that can influence the performance of an institution's SCM. Institutional performance is directly related to service delivery performance achieved by implementing and adhering to SCM regulations, policies and procedures (Sukati et al., 2020:209). The meticulous adherence to SCM regulations, policies and procedures would ensure the improvement of the performance of a government institution, which will result in more economical, effective and efficient service delivery (Mukhsin & Suryanto, 2022:7).

SCM is an integrated process with several factors that could influence its performance. A fair process to measure SCM performance is when there are clear guidelines or factors that must be considered as a measuring tool, and it is a challenge for government institutions to develop such a tool (Utomoa et al., 2021:4406). Public sector SCM performance is critical to the success of government service delivery programmes to the community at the right time and the right place, considering economy, efficiency and effectiveness. Ensuring that the request for services or goods, through the procurement process, for the programme managers are met at all times is the objective of SCM performance, as cited by Amukanga (2018:89).

According to the SASSA Annual Performance Report for 2019/20, and in previous financial years, SCM processes were one of the factors, amongst others, that contributed to some of the non-achievement of APP targets. This was reported by the different programme managers, such as Information Technology (IT), beneficiary transfers and facilities management in an endeavour to procure the goods and services that support payment of social grants, such as the procurement of laptops for roaming teams, a queuing management system, biometric system for beneficiary identification and office accommodation in rural areas. ICT is central to the functions, and to enable SASSA to deliver the services, business automation is the way to go, particularly after the COVID-19 disaster, which closed offices.

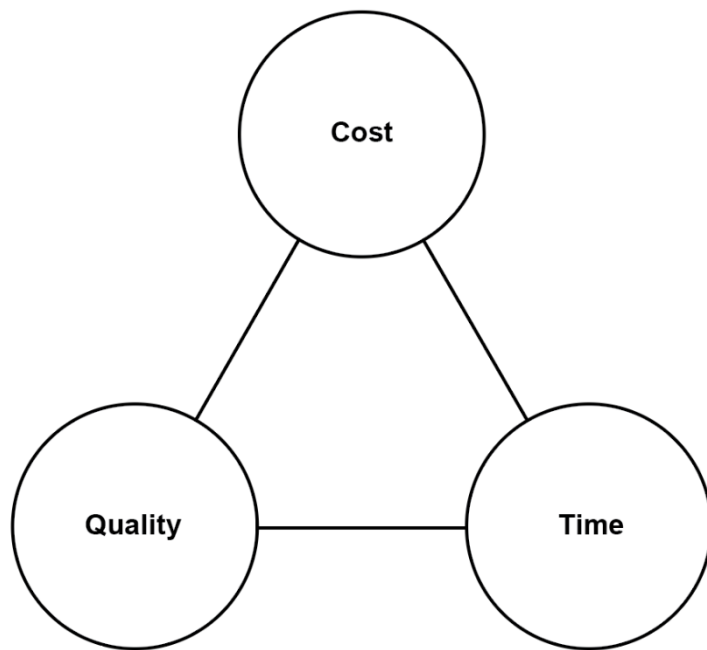
5.2 Critical factors contributing to successful SCM performance

SCM is an important support system in SASSA as a government social services delivery agency. The government has realised that SCM performance is important for the institution's well-being and clients' social assistance (SASSA, 2021/22; Amukanga, 2018:89). The SCM must provide a support role in ensuring that requests for goods and services by programme managers are processed, procured and delivered at the agreed price, at the right place, at the right time, and complying with specifications, quality and quantity, and within budget (Mabrouka et al., 2020:569). SCM performance is measured by its output. However, processes implemented by institutions are critical as there are important dimensions such as flexibility, integration, responsiveness, performance of service providers and quality of services that must be maintained at all times for the recognition of SCM performance (Toyin, 2012:107). Factors such as the satisfaction of programme managers, challenges of getting the right service provider, uncertainty in the external environment, information technology or digitisation, and SCM governance structure are challenges in SASSA and is central to this chapter.

5.2.1 Operational management

Institutions use different strategies to improve their performance, and SCM is central to the achievement of institutional performance. In fact, since the 1980s, strategic provisioning administration has not received proper attention, and even current SCM processes in the South African public sector are still not well understood. The performance of an institution is calculated or determined by measuring the costs, quality, flexibility and delivery of services (Lee, 2021:4). Lee (2004:110) refers to flexibility in supply chain management as a way of responding to minor changes from end-users or service providers' situation due to disruptions that might occur externally and even internally in the SCM unit. In support, Ivanov et al., (2019:6) and the National Treasury (2015:1) came up with the triangle "cost-time quality" as a tool for measuring SCM performance. The National Academies of Sciences, Engineering, and Medicine (2000:50) has argued that quality, cost, service, and delivery have always been fundamental requirements of suppliers and happened to be their cornerstones of integrated supply chain requirements.

Figure 5.1: Objectives triangle of operations and supply chain performance



Source: Ivanov et al., (2019:6)

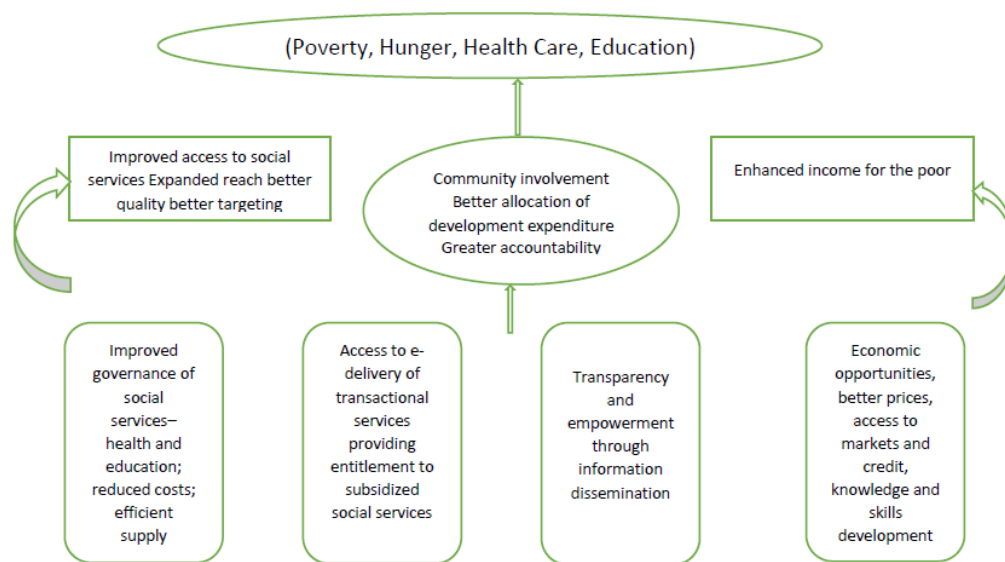
The end-user judges SCM performance based on the above triangle where cost, quality and time play an important role in the performance of the institution. As indicated in Figure 5.1 by Ivanov et al., (2019:6), the relationship between SCM and operations management has a direct impact on the services of the institution, and the cost, quality and time factors are critical in government institutions, such as SASSA, to achieve the set objectives of its service delivery programmes.

Ornellas and Zastrau (2020:12) confirmed that SASSA has been, over the years, using pay points in local communities, community halls, church halls, public schools and the offices of traditional authorities to pay social grants. The cost of administering the cash pay-points by SASSA in these different facilities mentioned above is exorbitant and not sustainable due to the requirement, and associated risk, to transport cash to these facilities, hence the need for SASSA to get a less expensive method of disbursing social grants in RSA (SASSA Annual Report, 2019/20:10).

The payment model must be able to satisfy the cost-triangle objectives, meaning that it must address the aspects of cost efficiency, timely payment of social grants and quality of service at the pay-point. Recently, to reduce costs in the operations of paying social grants, the Government of Delhi in India started to transfer social grants through electronic funds transfer (EFT) to its female senior citizens, just like other types of beneficiaries. It is also confirmed

that in several Indian states, social grants for rural elderly women and people with disabilities are already receiving their money through an e-banking system (Bhatnagar, 2014:2). Figure 5.2 demonstrates the importance of ICT as a critical factor in the cost, quality and time relationship to the delivery of services.

Figure 5.2: Objectives triangle of operations and supply chain performance



Source: Bhatnagar, (2009:121)

In the SA situation, particularly in the social clusters, there is no central database storing and updating data for these categories, namely, poverty, hunger, health care and education, as is the case in India, cited by Bhatnagar (2009:121). The social cluster departments in RSA have different ICT application systems that are not pro-poor rural. Instead, the systems are the same as those used for urban South Africans. Hence, in RSA, for the payment of social grants to rural communities, the cash needs to be transported by security companies and the actual cash be dispensed to beneficiaries at a higher cost of cash transportation and security.

In terms of the Master Service Agreement (MSA) of 2018 between SASSA and SAPO, the cost of payment of grants or social pensions amounted to R51.77 per transaction at the pay point compared to India, where the payment process is electronic and cashless. The current payment system for the rural areas in the RSA is too expensive and not sustainable for the country. In contrast, Figure 5.2 above confirms that the electronic transfer of social grants in India is less expensive and more effective. Therefore, the rural communities of India are

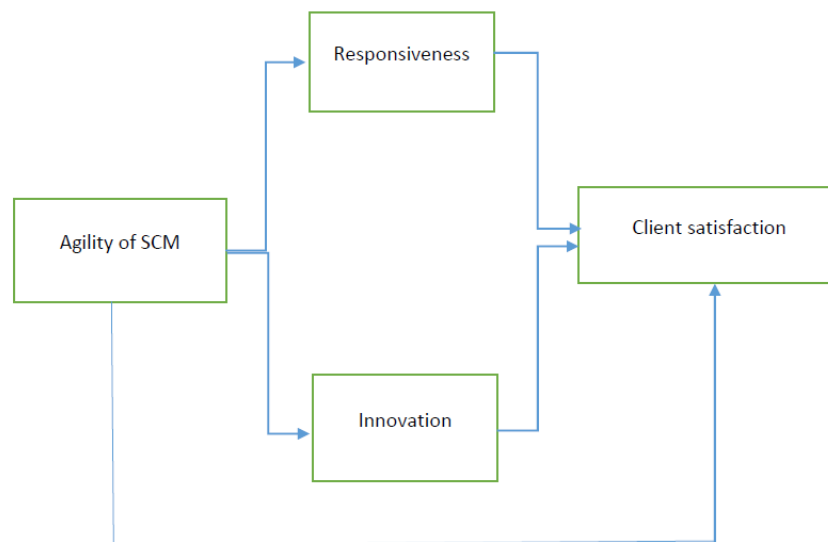
assisted using ICT as an enabler to deliver services such as subsidised food, fertiliser, health services and social grants to deserving citizens and communities (Bhatnagar, 2014:2).

The study would also assist the government, particularly in the social cluster, in establishing an integrated ICT system that would establish a database of South African citizens who are beneficiaries across all areas of the social sector. This information would assist institutions, such as SASSA, and the government in their future planning and services. Ganiyu et al., (2017:74) believe that most institutions of government want to deliver a well-organised service system that would promote accountability and efficiency in governance and e-governance. According to Bhatnagar (2014:8), beneficiaries in India spend much time travelling to government offices to be assisted, to the extent that they spend up to 90% of all transaction costs to pay bribes to be assisted. In SA, there are similar activities where elderly people will pay someone to queue on their behalf. It also occurs from time to time that these beneficiaries will be paid late due to delays in the delivery of cash to the pay points (Black Sash, 2022:2). Digital technology also assists government institutions in India to receive regular feedback from service users and that has ultimately improved the quality of services (Giri, 2020:1).

5.2.2 Programme managers' (internal customer) satisfaction

A good working relationship between different internal stakeholders, who are responsible for budget and project/programme management and those who are responsible for implementing programmes mandated by the institution's strategic plan is critical. SASSA's objective is to prioritise total customer care which is considered a critical factor and differentiator, and has become a critical phenomenon of business strategies for the improvement of institutional performance (Naqvi et al., 2020:29). Internal stakeholders do have the capacity to comply with an institution's SCM policies and practices, while the incapacity to implement policies lead to negative publicity in the media (Cantor et al., 2014:205). Furthermore, SLAs assist in keeping service providers and internal customers accountable and ensure that the deliverables as indicated in the SLA are adhered to (Cantor et al., 2014:205).

Figure 5.3: Programme managers/customer satisfaction model



Source: Naqvi et al., (2020:30)

5.2.2.1 Responsiveness

In Chapter 3, the matter of responsiveness was briefly discussed, and it relates to the agility of SCM where responsiveness and innovation are the success factors to improve the performance of the institution. This authority is, however, still vested in the National Treasury. The delegation of authority to deviate from SCM procedures to AOs will assist in accommodating innovations that SCM practitioners will propose and present to their AOs for better SCM applications in the rapidly changing procurement environment. SCM is required to have constant interaction with its customers updating them on the status of their procurement demands.

Responsiveness from SCM can promote confidence in SCM, resulting in customer satisfaction. SCM is tasked to work with customers to ensure that what is requested is delivered as expected (Naqvi et al., 2020:30). Therefore, responsiveness does make a positive contribution to customer satisfaction. Reliability of the delivery of services triggers the degree to which an institution, through SCM, is capable of providing services to their customers at the right time and place. The satisfying of expectations of customers depends on the responsiveness of the SCM processes (Barve, 2010:326).

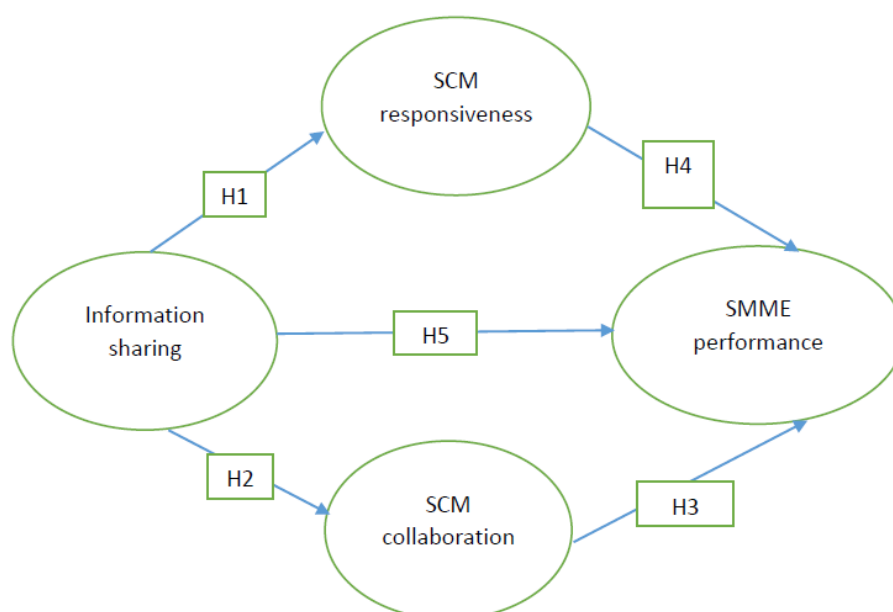
Furthermore, the most important performance outcome within SCM, as anticipated by improved stakeholders' relationships, is the reduction of time cycles of SCM processes (Javaid

& Siddiqui, 2018:8). This process, as cited by Junaidi (2018: 8) and Barve (2010:326), make positive contributions to the study, in particular, SASSA, as it would assist the study in responding to the challenges of the time factor. In Figure 5.1: it was indicated that there is a logical relationship between time, cost and quality in the delivery of services, but that depends on SCM performance. Delivery of goods and services as requested by an end-user is not adequate if cost, time and quality are not considered.

In the SA context, the advertisement period of bids is a minimum of 21 days for interested service providers to submit their bids. Only in special circumstances the advertisement period can be reduced to shorter periods with the approval of the AO (Treasury Regulation 16A6.3(c)). Bid specification and adjudication committees must be appointed in terms of regulation 16A6.2 (b) of the Treasury Regulations. It is estimated that it takes 60 days on average for both specification and adjudication committees to sit independently., First the specification committee sits followed by the evaluation committee, which develops a document for approval. According to SASSA's APP 2021/22 document the demand plan is budgeted 90 days for the bids to be finalised counting from the date of the advertisement.

Therefore, due to yearly budget cuts implemented by the National Treasury, 90 days is too long, taking into account that the 90 days is one-quarter (1/4) of the financial year which is time allocated for implementation not for searching for service providers through procurement processes as legislated.

Figure 5.4: Relational governance theory



Source: Omoruyi & Akuoma, (2020:174)

It is important that information is shared with all critical stakeholders through the communication network for the purpose of promoting information circulation within the institution's SCM environment (Omoruyi & Akuoma 2020:174). Fiala (2005:419) emphasises the circulation of information as a means of informing all relevant parties at the same time for purposes of smooth processes and valuable conversations in the communication network. Diagram 5.2 depicts in hypotheses (H1, H2, H3, H4 and H5) the circulation of information that makes a favourable contribution to the aspects of responsiveness, SCM collaboration and information sharing, which boost the performance of the SMMEs in the SCM process (Omoruyi & Akuoma, 2020:175).

Information sharing contributes positively to effective coordination and the integrated network creation in the circulation of information, which is central to good performance. In the process, SMMEs also acquire long-term relationships with stakeholders (Omoruyi & Akuoma, 2020:184). These good practices cited by Omoruyi and Akuoma (2020:175) above should be embraced and adopted by other institutions of government SASSA, considering the 17 million beneficiaries of social grants who depend on the government for survival. There is a high number of social grant beneficiaries, and they must be updated and informed regularly of the status of their grant payments to prevent unnecessary concerns. Diagram 5.2 further illustrates that the circulation of information is regarded as a priority when in real-time and the institution's performance.

5.2.2.2 Innovation

Burger (2021:1) noted that as part of innovation and increase in customer satisfaction, customer satisfaction can be misunderstood when there are poor delivery times for services and goods. However, the integration of order entry and the delivery system will make it easier for SCM practitioners to inform customers where their orders are in the delivery chain. In contrast, Gholampour and Rahim (2011:6) argue that there are challenges in the development of innovative ideas in an institution, and these are departmental culture and institutional routines, which could affect innovation development.

Gholampour and Rahim (2011:10) used statistical data that confirms that the knowledge and skills of employees are important factors to encourage new innovative ideas. Lavastre et al., (2014:266) describe innovative supply chain practices (ISCP) as a development strategy for implementation between SCM stakeholders that never existed before in the institution, aiming to resolve related issues such as quality, cost and timeliness.

Furthermore, to be effective, innovation must be part of the institutional strategy and culture (Lavastre et al., 2014:268). Razavi and Attarnezahad (2013:230) conclude that the flexibility of

leaders encourages an institutional culture that promotes creativity in the workplace and gives incentives to staff to come up with innovative ideas. The world is now faced with citizens who understand their rights and expect the government to provide quality services at the right time and place (Osborne & Brown, 2005:5).

Institutional innovations should be motivated to increase institutional performance by minimising administrative costs or transaction costs, improving workplace satisfaction (OECD, 2005:51). It is also concluded that achieving success with the institution's technological innovation does not depend on the technological capacity of the institution alone but also on the other critical capabilities in the institution, such as services, strategic planning and resource allocation (Sanchez et al., 2011:17).

Figure 5.5: AT Kearney “Innovation House” Model



Source: Sanchez et al., (2011:17)

Figure 5.5 explains that an innovation strategy should entail the highest level of innovation practices in the institutions, where the innovative vision is created and aligned with the institutional strategy and communication at all levels (Sanchez et al., 2011:17).

5.3 Challenge of getting the right service provider

Institutional performance and service provider identification is the SCM (tender) process, which is important in the decision-making phase of the SCM environment. The identification process is paramount and critical for enhancing the institution's effectiveness and requires the assessment and consideration of different alternative service providers based on different criteria (Taherdoosta & Brard, 2019:1026).

The incorrect identification of a service provider, due to the vulnerability of the CSD, will lead to losses and directly impact the institution's performance. This point of view can also be confirmed by an institution such as SASSA. Since the inception of the service contract with SAPO, there has been non-compliance with the MSA and SLA to the extent that service provision to the customers was affected negatively, and penalties were imposed on SAPO. The result was that SASSA had to put pressure on SAPO to cede the contract to its subsidiary, namely the Post Bank (SAPO, 2022).

Challenges in the selection of service providers are faced when other considerations are included in the assessment process, such as attitudes, flexibility and responsiveness, compared to considerations of measuring the price and delivery performance of a particular service provider, and sometimes decision-makers are also forced to decide using incomplete data (Abigail, 2019:7).

5.4 Environmental uncertainty

The COVID-19 pandemic is a relevant example of a time when the world was caught off guard and had to respond rapidly to provide the required services to its citizens. Institutions had to respond to the pandemic in an uncertain political, economic or natural environment. When this uncertainty is high, then the institution must become more responsive than when uncertainty is low (Haque & Ali, 2016:127).

Service provisioning is hampered, and end-users suffer to deliver the service required when government institutions, such as SASSA, are incapable of risk mitigation strategies in a dynamic and complex environment (Bedi & Puri, 2019:3817). However, management should have had at least minimum information anticipating an occurrence of environmental uncertainty, which will improve the supply chain management policies, processes, and procedures (Astutya et al., 2021:117).

Furthermore, Astutya et al., (2021:121) indicate that the results provided by empirical evidence show that an SCM information system can be improved if management is capable of contextualising and anticipating the effect of global challenges, complexity and changes. This

can be attained through coordinating tasks, responsibilities, delegations of power, and increased knowledge and skills as the nerve centre of data system management. Therefore, SCM vulnerability due to environmental uncertainty caused by politics, natural and economic disasters can be controlled through SCM flexibility in the processes and improvement of information sharing (Sharma et al., 2023; Sombultawee et al., 2022:11).

5.5 Information technology

Information technology is critical in the private and public sectors, particularly in the SCM environment. The utilisation of the latest information technology will improve information sharing and communication within the institution and, ultimately, an upturn in supply chain performance (Baki, 2019:916; Al-Fawaeer et al., 2013:106; Quesada et al., 2012:35). Furthermore, study in the retail industry has revealed that new technology has enabled businesses, customers and the public to have easy access to information in activities within supply chain management (Awara et al., 2018:57). Supply chain in government institutions is becoming more challenging and needs effective responsiveness and intelligent information processing. Therefore, information technology is central, particularly in digitisation and information management systems in SCM performance (Oliveira-Dias et al., 2022:974). The role of technology in SCM is key to a successful framework in the delivery of goods and services to customers. It will further increase the performance in transactions within the SCM environment through an effective flow of information (Sorooshian & Teck, 2020:80).

Information technology should be value-adding to the business processes, and institutions such as SASSA can create a value web or a hub structure looking at the efficiency and effectiveness of the value chain in SCM by digitally connecting customers to reduce incorrect information and unintended errors (Nikoloski, 2014:307).

Public sector institutions in SA have responded to opportunities and threats of globalisation through different service practices; the advent of COVID-19 caught governments unexpectedly; however, they have increased the agility of the SCM system. The strategy employed during difficult times was using information technology to increase the agility of the SCM system (Dehgani & Navimipour, 2019:2219). For SASSA to be able to reach its maximum potential using information technology, its SCM system must be agile and responsive (Weingarten et al., 2016:368).

According to OECD (2015:9), e-procurement, if effectively implemented, is the utilisation of data and communication technology which makes public procurement available to potential bidders, increasing competition and allowing the detection of bid rigging cases. Furthermore,

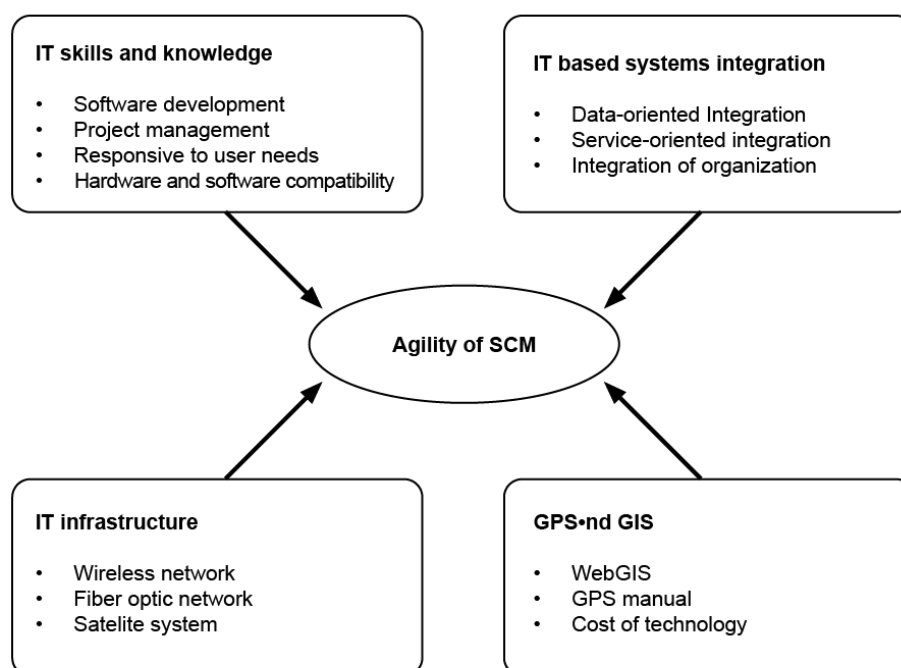
e-procurement can reduce costs through techniques that eradicate administrative burdens and shorten procurement procedure deadlines (OECD, 2015a:10).

In the current modern days, institutions across the world are challenged with modernisation where there is a global interconnectivity and free flow of data and information in real-time that assist institutions to develop new business process models within their area of operation challenging institutions to increase their potential to maintain innovation (Bienhaus & Haddud, 2018:965).

The current traditional procurement systems in SA base their trust on collecting information and activities, creating a one-way communication traffic between SCM practitioners as a buyer and service providers as a supplier. On the other hand, the futuristic view is that a digital solution is the collection of information on a digital platform which can be accessed and processed in a transparent way and in real-time with all supply chain stakeholders to create a shared platform for many (Bienhaus & Haddud, 2018:968).

In his 2022 Medium-term budget policy statement (MTBPS), the Minister of Finance emphasised that the issue of modernising public procurement processes in SA will address the issues of responsiveness and corruption through the adoption of international best practices in the procurement of goods and services.

Figure 5.6: SCM information technology framework



Source: Dehgani Navimipour, (2019:2220)

5.5.1 Information technology skills and knowledge

To guarantee the performance of the SCM processes of an institution, financial resources should be invested in information technology (Dehgani & Navimipour, 2019:2217). The use of the internet and software programmes have significantly increased the efficiency and effectiveness in the public sector by allowing for the electronic transmission of information, documents and official communication between stakeholders (Dutta et al., 2015: xv). In recent times, information communication technology has also increased the ability of institutions to improve the diversity of services, quality and customer satisfaction (Vangala et al., 2017:656).

Therefore, ICT is central to an institution in facilitating communication between different parts of the institution where normal communication channels are sometimes inhibited. According to the APP (2022/23: 35) of SASSA, the medium-term objective for information technology is to ensure that system interfaces are implemented to improve the validation of applications for social assistance. The integration of new technology with the current systems, such as Socpen, and the implementation of a web-based front-end allowing users to access and manage their work through a web browser must be achieved during the 2022/23-2024/25 financial years.

5.6 Balance score card and service delivery

Balaji et al., (2018:43) described a balanced scorecard as a management system that connects the gap between the set institutional objectives at an institution's strategic level and their operational implementation, whereas a balanced scorecard is more focused on formulating a supply chain management strategy with an institutional vision, and converting it into activities to attain the strategic objectives of the institution (Mollov, 2020:283).

The balanced scorecard is used as a strategy implementation tool as it focuses on strategy-based and customer-focused institutions, perpetually creating value for their stakeholders (Rodríguez Bolívar et al., 2010:118; Pollalis et al., 2004:52). O'Neill and Haraburda (2017:6) cited that government institutions can benefit by using a balanced scorecard as a key performance measure with industrial benchmarks to assess institutional progress and identify risks throughout its SCM.

Furthermore, a balanced scorecard is formulated to complement historical performance financial measures with their measures of drivers of future performance (Munjeyi, Magwada, Mhizha, Zivanai, Mensah and Maponga 2017:101). All institutions, including government agencies such as SASSA, can find balance score card useful in their operations using key performance metrics with international benchmarks in assessing institutional progress and identifying risks throughout its supply chain processes (O'Neill & Haraburda, 2017:6).

BSC was invented by Kaplan and Norton in 1992 as a powerful management system that emphasises the network of measurement to strategy and the cause-and-effect networks (Popa & Cosman, 2011:5). Furthermore, Balaji et al., (2018:43) argue that Kaplan and Norton devised their balance score card in 1992, to translate an institutional vision and strategy into specific performance measures to help institutions reach their strategic objectives.

The benefits of applying the balanced scorecard in supply chain management are the emphasis on the quality of the service to customers and improvement of customer satisfaction, in particular where institutions are interacting with high-end customers daily (Popa & Cosman, 2011:9). The balanced scorecard is a systematic method that can be successfully used to supply chain strategic management, particularly in SASSA. This method focuses on formulating a supply chain strategy, linking it to the corporate vision and turning it into particular actions to achieve the strategic objectives (Mollov, 2020:297).

5.7 Communication tools

Supply chain information systems as communication tools must be updated and enriched with critical data automated sources and manual interactions as it is in SASSA (Cutting-Decelle et al., 2006:42). In an envisaged system, each piece of information will be captured only once and be available to the information network system. In contrast, Hofman and Cecere (2005:19) argue that the capability of institutions to sense a need and respond promptly, easily, predictable and with high quality will become critical in a complex and volatile environment. Therefore, SCM integration is understood as a continuous relationship where parties cooperate, share information, work together for a common goal and adjust their institutional practices to improve the institution's performance (Ralston, 2014:4).

For SASSA to achieve its full mandate, it needs a capable supply chain management system and to develop a computable and responsive supply chain using communication and information circulation. This includes the application of modalities relating to tools, methods and strategies capable of facilitating the alignment, integration and consistency in the supply chain management process and creating a better supplier-customer relationship, which will lead to the improvement of efficiency in supply chain operations (Qatawneh, 2018:82).

Institutions must be more effective in the coordination of network levels, inter-institutional information systems, and internet technology should facilitate the sharing of real-time information (Qatawneh, 2018:82). The work environment has changed since the advent of COVID-19, and institutions are compelled to have effective communication systems for SCM. The operational effectiveness of institutions needs to improve since employees work from home. In the case of SASSA, a working-from-home policy was recently approved in 2022.

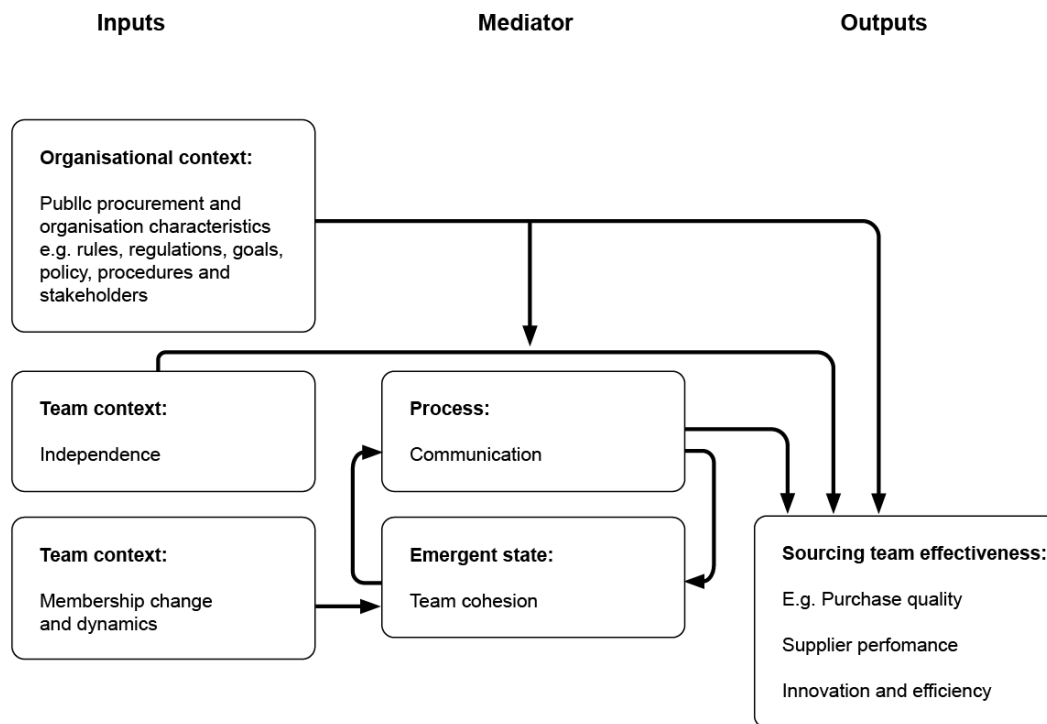
The limitation to distributing interpersonal information results from the disclosure of information policy passed by institutions to protect personal information at their disposal. Therefore, a need for the institution to create a trusted relationship among members of staff for ease of information sharing for purposes of institutional and personal growth is encouraged (Lotfi et al., 2013:300).

5.8 Cross-functional teams

A cross-functional team is a combination of specialists from various programme areas joined to achieve an institutional goal. This team of specialists are skilful in their areas of responsibilities within the institution (Daspit et al., 2013:3-5; Dinca & Voinescu, 2012:454). In contrast, the withholding of knowledge and information is a threat to the success of the institution. Ton et al., (2022:2) argue that the core strength of cross-functional teams depends on harmonising interpersonal relations between team members. Blindenbach-Driessen (2015:30) confirms that assembling members with different backgrounds in a team does not automatically translate into effective multidisciplinary collaboration.

In the government procurement process, BAC should consist of interdisciplinary functions of senior managers or officials, including a supply chain management official as an adviser (National Treasury, 2006:4). In contrast, Ambe and Badenhorst-Weiss (2012:11007) suggest that this committee should be composed of manageable number wherein a project owner/manager responsible for a project be part of the cross-functional team, including team members from different specialist branches.

Figure 5.7: Model of cross-functional sourcing team effectiveness



Source: Gelderman et al., (2017:15)

This model in Figure 5.7 incorporates three levels that can ensure success or sabotage the team spirit and ultimately have an impact on the governance structure. The institutional and individual team members, enabled by the mediators such as communication and team cohesion, will bring innovation and better performance which will bring quality of service and service provider's performance in the institution (Gelderman et al., 2017:15). This model cuts across the governance structure of which formation should be following the objective of this model to ensure that any person selected to be part of the governance structure, and the characteristics of the model should be adhered to.

5.9 Governance structures in supply chain management

According to the National Treasury (2015:15), the fundamental issues are compliance with the SCM regulations and guidelines to ensure that government policy on service delivery is achieved. Furthermore, it is a must to strengthen accountability, transparency, integrity, and ethics and improve performance in the public sector. The private sector plays an important role as a supplier of goods and services to the public sector. The SCM processes guides the

delivery of goods and services according to quality, specifications and location of delivery. However, the private sector, due to political interference and incompetent suppliers, contributes to an inefficient public sector SCM environment, with poor service delivery, workmanship in construction work, collusion, cover quoting and fronting (National Treasury, 2015:16).

The public sector SCM governance structures outlined in detail below include the SCM as the unit within the finance branch. The SCM as a unit within the Finance branch is represented by SCM practitioners, a bid specification committee to develop TOR/ specification, a bid evaluation committee (BEC) to evaluate the proposals and do the recommendations and bid adjudication to select the most appropriate service provider for AO's approval.

5.9.1 Supply chain management in the public sector

The SA government has started to appreciate the importance of supply chain management and its strategic importance in the government institutions. The formation of the Office of the Chief Procurement Officer (OCPO) within the National Treasury is the indication of its strategic importance. Each government institution is responsible for its procurement, however the OCPO is responsible for the procurement reforms, systems and oversee the public sector procurement in comparison with the private sector to appreciate best practices (National Treasury, 2015:01).

There is an understanding that the criticality and strategic importance of supply chain management in the government institutions is not valued and misunderstood. SCM in the public sector has an enormous impact on the economy with its annual purchasing power. To translate budgets and strategic plans into implementable activities and services to address the public needs, requires proper system automation in supply chain with skilled officials that function efficiently and effectively (National Treasury, 2015:4).

In the private sector environment, SCM entails activities such as acquisition, processing, demand creation and fulfilment of all logistics management functions and include coordination and collaboration amongst stakeholders, who can be suppliers, and/or end users (Nkwanyana & Agbenyegah, 2020:2). The procurement system in the public sector environment entails functions such as demand, acquisition, logistics, disposal and risk management which include the entire supply chain system of all three spheres of government and complying with the SCM policies (Ambe & Badenhorst-Weiss, 2012:11006).

The purpose of SCM in the public sector environment is to add value in each process stage, starting from the demand for goods and services to the acquisition, logistical process and usage and maintenance of such services or goods up to the disposal process (Ambe,

2012:132). Furthermore, Ambe (2012) cites that in the process, the value added is witnessed through the integration and coordination of demand, supply and relationships to satisfy the customer effectively and efficiently both in the private and public sectors. Despite the good intentions of SCM policies in the public sector, there are challenges in SCM that negatively impact service delivery, such as entitlement, ignoring the requirements, overpricing of commodities in public procurement and too much red tape in the compliance to supply chain management policies (Ambe, 2012:142).

It is known that public sector procurement is an attractive and sensitive activity motivated by politics, business executives, parliamentarians and high-profile personalities infringing on the principles of transparency in public procurement (Anane et al., 2019:4; Davis, 2014:86; Tukamuhabwa, 2012:39). Fourie and Malan (2020:17) raised an important issue in the sense that SCM is unable to optimise the relationship between procedural integrity and operational flexibility which is needed to achieve efficiency and effectiveness in the supply chain for the improvement of value for money

5.9.2 Bid specification committee (BSC)

The bid specification committee (BSC) may comprise one or more officials, preferably the official or officials responsible for the particular acquisition, and external specialist advisors under the direction of the officials). The AO or delegated official appoints the chairperson of the BSC. The role of the BSC is to compile technical specifications, TOR, requirements, contract conditions, and evaluation criteria, determine goals, and indicate procurement methods (Ambe & Badenhorst-Weiss, 2012:11007).

Fourie and Malan (2020:14) cite that poor procurement practices in the BSC process can negatively affect service delivery, particularly when specifications are not well drafted to satisfy the need. This will lead to exorbitant prices charged due to inadequate specifications and inaccurate costing. The TOR is central to the specification committee as it is a document developed or drafted by this committee to detail the business requirement to the tenderer, the statement of the purpose of the contract and the list of tasks and services to be provided (UNPM, 2020:47). TOR also give way to the evaluation committee the key functions and requirements that must be evaluated upon (IEG, 2011:2).

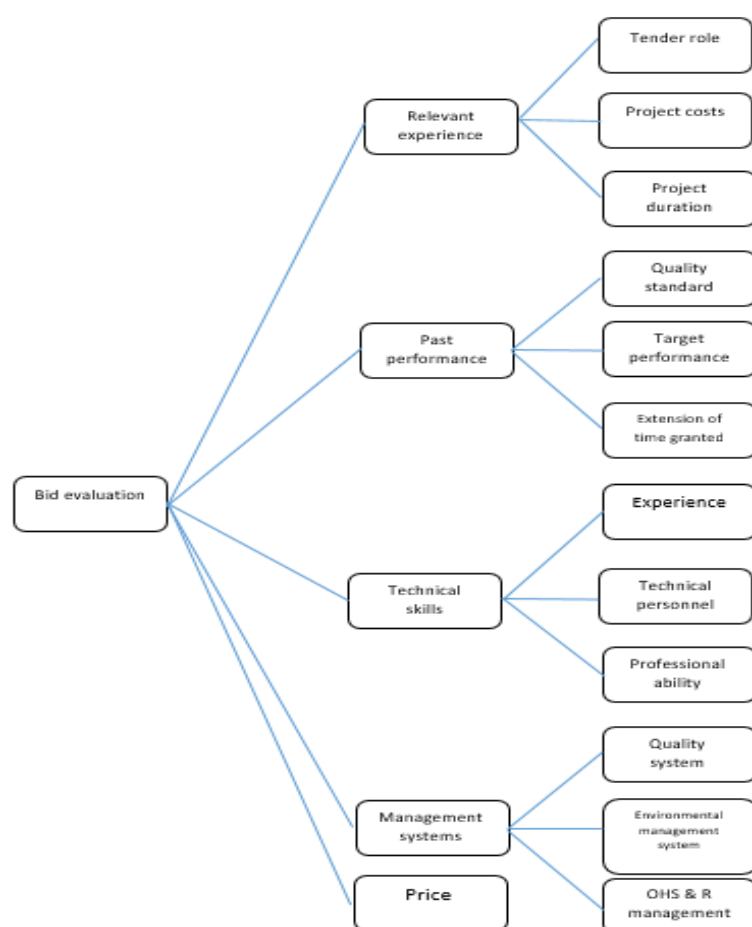
The three key stakeholders are important in drafting the specifications: the procurement practitioner and the end-user; however, the service provider must fully understand the specifications. The procurement practitioner should be knowledgeable on procurement legislation requirements; buyers in procurement must know what is needed, and the service provider should know what needs to be supplied and when (Komakech, 2016:27).

UNPM (2020:47-48) outlines the critical information that should be in the TOR typically: The background information for requesting the service; the objective of the service required and under which programme or sub-programme and overall impact; expected and clearly clarified output from the service; activities required to reach this output; inputs required to perform activities; deliverables and the timelines.

5.9.3 Bid evaluation committee (BEC)

Evaluating bids is an important activity in acquiring a fair price and the best value for money. The primary objective of bid evaluation is to mitigate risk associated with non-compliance and failure to achieve the project outcomes without violating the principles of fairness, transparency and value for money, particularly with respect to professional service contracts (Sarker et al., 2012:17).

Figure 5.8: Evaluation hierarchy of the tender evaluation



Source: Sarker et al., (2012:17)

5.9.4 Bid adjudication committee (BAC)

According to the National Treasury (2006:2), the responsibility of the BAC is to look at the proposals and recommendations presented by the BEC for the AO's final approval. This must be done following the requirements that the bid meets all the necessary administrative, functional and capacity requirements. The members of the BAC are appointed in writing by the AO and consist of at least four senior officials, with the CFO appointed as the chairperson if possible. Other members are senior officials from cross-functional teams, of which one must be an SCM practitioner (Ambe & Badenhorst-Weiss 2012: 11007; National Treasury, 2006:2).

The BAC is the ultimate end of the acquisition process when a decision is made to appoint the successful bidder. Table 5.1 indicates the bids that failed due to various reasons of non-compliance with SCM policies during the financial year, according to commodities in all the provinces, including the head office of SASSA. In total, 50 SCM requisitions were presented in the procurement office that could not be procured or failed in one particular financial year. Most of them are sitting in the ICT and security system, where nine transactions could be procured. The common reasons for the failure are non-compliance with the pre-qualification of the bids, material error on the specifications and material changes in the line items' costing.

Table 05.1: SASSA cancelled bids breakdown 2022/23

Commodities	HO	NC	LP	NW	WC	FS	KZN	EC	MP	GP
ICT (9)	XXXXXXXXXX									
Security system (9)		xxx	xxx	xxx						
Security (4)				x	x	x	x			
Medical assessment (2)				x		x				
Social relief of distress (4)				x	x	x		x		
Stationery (2)						x		x		
Furniture (2)						x		x		
Building maintenance (5)	x	x	xx							x
Office lease (3)	x	xx								
Training (3)	xx							x		
Record management (2)	xx									
Quality assessment (1)	x									

Source: SASSA, (2022/23)

The most fundamental principle of public procurement in the public sector and in government agencies such as SASSA is transparency. An improved, more dynamic, and streamlined public SCM system will motivate officials. A SCM system must also have as an objective the availability of goods and services at the best price, in the right quantities, according to specification at the right time and in the right place (National Treasury, 2015:5). Furthermore, AOs/authorities are responsible for developing and implementing appropriate SCM systems. This requires that SCM is practised and applied at a strategic, executive and management level where senior management must translate their strategies into demand plans and identify sourcing strategies subject to market and supplier analysis while simultaneously achieving the government's policy objectives (National Treasury, 2015:52).

Sections 38(1)(a)(i) and 51(1) (a) (i) of the PFMA require AOs and accounting authorities, respectively, to ensure that their institutions have and maintain several systems such as appointing qualified personnel; proper computer software for transacting; safe guard records and have policies; relating to risk and financial management; internal control; internal audit; procurement, and the monitoring and evaluation of major capital projects (Watermeyer et al., 2012:51). Systems like enterprise resource planning (ERP) and Oracle as an enabler deals with institutional planning systems, focuses on the primary functions of the institution and possesses system interfaces functions to process and circulate information even in supply chain environment, it allows interface to the external system if needed (Varma & Khan, 2014:38). The strategic emphasis of SASSA is to empower managers to an integrated information network and modernised communications techniques throughout the institution, and connect business units into ERP system. SASSA, as an institution, has most of the activities under SCM that are still manual and do not fit the objective of the ERP system, where a high-performance standard is expected.

ERP systems, if implemented holistically, help the institutions to automate and integrate their SCM and business (Varma & Khan, 2014:38). SASSA has introduced an ERP system in its administration operations where SCM is also benefiting from this system, Wieder et al., (2006:17) concluded that the ERP will boost the performance of the institution.

An SCM and an ERP system are effective tools that enhance institutional performance (Ince et al., 2013:1125). In their study, Ossimitz et al., (2006:25) confirmed that longer experience with Ethernet Ring Protection Switching (ERPS) has a positive impact on firm performance and that ERPS extended by Supply Chain Management Systems (SCMS) impact positively on business process performance (supply chain KPIs). There is an expectation that the introduction of an ERP leads to better performance in terms of both primary, (which refers to the core business of SASSA, that is the payment of social grants to the beneficiaries) and

secondary support (which refers to the support functions of SASSA, such as finance, SCM and HR), in business processes in the value chain (Ossimitz et al., 2006:17).

5.10 Conclusion

This chapter has identified the factors that have a positive influence in the performance of SCM. It is also noted that SCM processes in the public sector are not flexible and are governed by various pieces of legislation, regulations and practice notes, which have been referred to elsewhere in the research and must be complied with. As internal customers, programme managers seem to be critical in the delivery of services and are ultimately accountable if programme objectives are not achieved. Contemporary information technology and SCM systems are crucial against the background of the 4IR, and agencies such as SASSA must adapt to provide an effective and efficient service to vulnerable citizens.

COVID-19 has taught many countries that environmental uncertainty is self-evident, and mitigating factors must be updated for business continuity and responses when needed. All these factors are critical to the performance of SCM in an institution to deliver services of a high standard.

This chapter prioritises the digitisation and automation of SCM processes in relation to the institution's SCM performance. Furthermore, the chapter focuses on the skills and knowledge in information technology as an important factor; however, with the current staff capacity, the institution is urged to embark on the process of re-skilling and re-engineering its business processes. Therefore, supply chain management is essential in the institutions' performance and plays a critical role.

CHAPTER 6: RESEARCH METHODOLOGY

6.1 Introduction

This chapter discusses the research methodology adopted in the empirical part of the study. To answer the study's research problem, particularly the challenges of SCM and service delivery programmes in SASSA, different methodologies are available to the researcher, such as exploratory, descriptive, analytical and predictive research, to achieve the purpose. As a result, the researcher was able to select the appropriate research method to enable the design and, ultimately, enhance the research outcome. In this regard, the research is able to answer the primary research questions, which are: What effect do the SCM processes have on service delivery programmes in SASSA, and how can service delivery in SASSA be improved?

Scholars such as Eyisi (2016:93), Hammarberg et al., (2016:99) and Agius (2013:205) identified three approaches that a researcher can follow in conducting the research qualitative research, which focuses on the non-statistical or numerical information such as stories, words pictures and others, whereas quantitative research makes use of numerical and statistical data. The last approach, referred to as the mixed method approach, makes use of both qualitative and quantitative data. In the study, the researcher made use of qualitative data. The reason for selecting this approach was that qualitative research is based on using random samples, and interviews will allow in-depth discussion and follow-ups for a better understanding of the issue.

Several available data collection techniques include focus groups, surveys, observations, and semi-structured interviews. Any technique selected should help the researcher collect enough data that will assist in determining the correct conclusion. Against this background, the researcher in the study selected semi-structured interviews and document analysis as techniques to collect sufficient data. This selection was triggered by the nature of the participants, where members of the Senior Management of SASSA with in-depth information are selected to provide rich, meaningful, full data.

It was also important for the researcher to have the correct data collection instruments that were used to collect data. In semi-structured interviews, the researcher had pre-arranged interview guides with questionnaire at hand and an answer sheet where notes were taken during the session. Furthermore, the discussion was recorded in the format that would fit the purpose. This helped the researcher stay focused, ask follow-up questions to obtain relevant information to achieve the goal of the research. Data were collected face-to-face and through a visual electronic platform as the selected participants were strewn across the nine provinces of Republic of South Africa.

Ethical consideration is a cornerstone of scientific study. Ethical clearance to conduct the study was obtained in writing, and all participants also provided written consent.

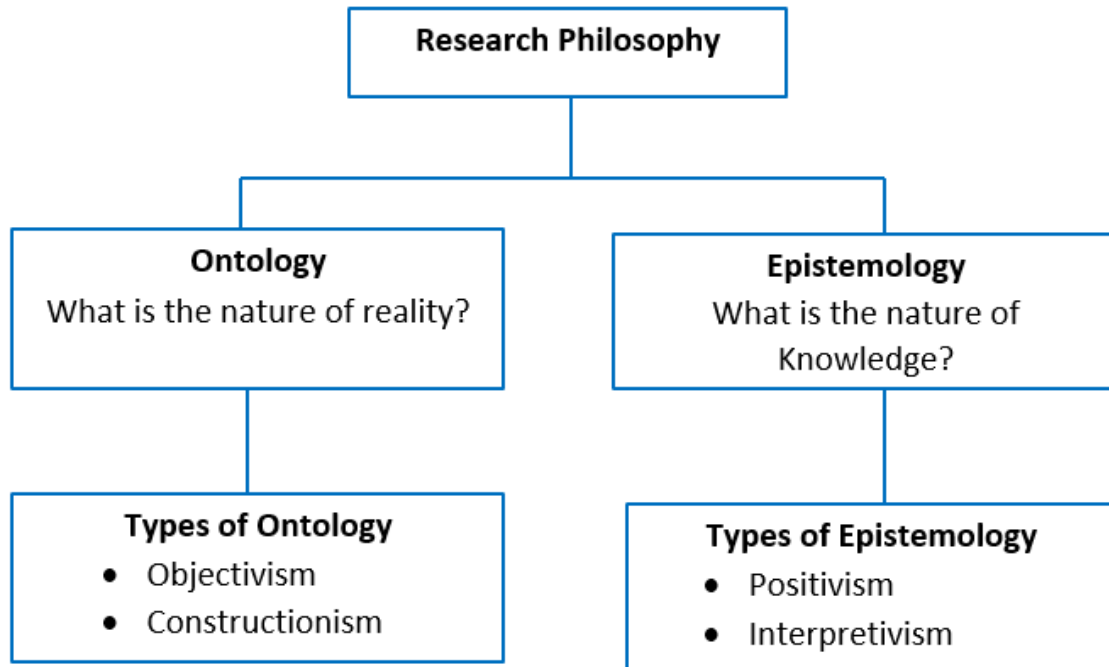
6.2 Research philosophy

The researcher in the study developed a process that enabled the collected data to be consistent to address the research questions. Mauthner (2020:79) suggests that in the research philosophy, a researcher must ascertain how is the reflection of assumptions into practice in the empirical research and ensure that the data collection and analysis methods are consistent with the philosophical position. Mauthner (2020:85) argues that research philosophies are not simply own personal beliefs and assumptions. Instead, they are historically and culturally situated and produced, and as such, they become implicitly embedded within the disciplines, theories, methodologies and methods.

In contrast, research philosophy refers to the beliefs, assumptions, and principles underlying the study's approach (Panah and Shahraki 2024:07). Furthermore, research philosophy alludes to a set of beliefs relating to realities under investigation and the selection of the type of research philosophy applied in the research study (Chege & Otieno, 2020:36). In addition, Khatri (2020:1435) mentions that research philosophy as a theoretical ground for the research work and worldwide is the thinking or school of thought or set of shared beliefs that bring the meaning or interpretation of research data. In the study, the researcher placed the research problem as a pillar of the study to ensure that empirical data brings credible and consistent information about the research phenomenon with various data collection and analysis methods chosen for the study. The use of research methods and techniques following the research design of the study provided the researcher with the determination to ask the question relating to the effect of SCM processes on service delivery programmes in SASSA, and how service delivery in SASSA can be improved.

The distinction between ontology and epistemology in research philosophy is outlined below.

Figure 6.1: Graphical demonstration of the research philosophies



Source: Setino, (2018:185)

6.2.1 Ontology

Ontology generally applies to a philosophical study of neutrality to everything real, and assumptions of what researchers have viewed in how the world operates (Saunders et al., 2009:110). It pays attention to the fact-finding that is being researched, the study of existence and reality (Ahmed, 2008:2). In the study, the researcher found that indeed there is an inappropriate application and implementation of SCM policies, the end results have a negative impact in the programmes mandated to provide services to the public.

6.2.2 Epistemology

Epistemology is concerned with an analysis to make sense or understanding of how the world works (Levers, 2013:3). Epistemology is about collecting knowledge for the purpose of usage, but the question is, what is knowledge and can that knowledge be in any sense true or false? (Samuel, 2013:1). Epistemology is concerned with the study of knowledge and what is accepted as being valid knowledge (Collis & Hussey, 2003:48). Epistemology implies the theory of knowledge with special regard to scope, validity and the distinction between justified opinions and believes (facts). In simple terms, epistemology is the theory of knowledge and

deals with how knowledge is gathered and from which sources (Grass 2024:44). The selection and use of type of empirical study focused on closed and open ended qualitative interviews of key informants identified from members of the senior management, programme managers and cost centre managers across SASSA. These included Head Office, Regional and District offices as per the current operating model 2007. Therefore, The importance of utilising the knowledgeable and experienced members of the senior management services, who have been entrusted with the responsibility of leading institutions service delivery programs, possess invaluable insights and expertise. In tapping into the wealth of knowledge available through institution's programme managers ensured that the recommendations were not only well-informed but also aligned with best practices found in the global world. This thorough approach has greatly strengthened the quality and credibility of the study.

6.3 Types of research

Different types of research are meant to assist the researcher in obtaining the expected outcome. These types are independent of each other and differ according to the nature of the research. Literature research identifies four types of research: i.e. exploratory, descriptive, analytical and predictive (Taherdoost, 2022:54).

6.3.1 Exploratory research

According to Olawale et al., (2023:1386), exploratory research aims to explore the research topic in varying depths. When the research question serves as the basis of the investigation, then the exploratory research design is qualitative. Exploratory research is a study that is meant to respond to or answer the research question or address a phenomenon; in this instance, the researcher is restricted from manipulating the entity (Ansari et al., 2022:1134). The choice of the exploratory design allows engagement and more insight to enrich data in responding to the research question (Swaraj, 2019:667). In contrast, exploratory research is performed in an orderly manner, i.e. its focus is on a why question; it is a simple manner of explaining the reasoning of a certain occurrence. It can assist in increasing an understanding of occurrences. If explanatory research can be acted upon in this manner, it can greatly achieve and provide new and explosive ways to examine reality (Reiter, 2017:131).

In the study, the researcher selected members of the senior management services who are responsible for service delivery projects or programmes and have direct experience with supply chain management. The intention of the study was to explore and gather relevant information that will enable the study to respond to the research questions. The vast experiences of the sample from three layers of SASSA service delivery resulted in indepth

information and insights towards adequately responding to the research question and enriching the study.

6.3.2 Descriptive research

Descriptive research can be explained as a current situation wherein the researcher has no direct control over the variables. These studies are for various aspects of the phenomenon (Manjunatha, 2019:863). Descriptive research design is a research project that aims to systematically obtain information to describe an object, situation, or population. It, therefore, helps to answer questions about what, when, where, and how about a research problem rather than why (Ansari et al., 2022:1133; Bhasin, 2019:1). In the study, this type of research was not directly utilised as it does not fit well to respond to the research question as a cornerstone of the research study.

6.3.3 Analytical research

Analytical research is a way of assessing and evaluating readily available information to make valid critical submissions (Pawar, 2021:48). An analytical study is a study in which activities will be done on a case system for the purpose of future performance improvement of the system of interest (Provost, 2014: i92). Therefore, this type of research aims to allow the projections or anticipations about how a change in the system for the future performance and strategies employed by management for the future will be a priority (Provost, 2014:93). In analytical research, the researcher must use available data or facts and analyse them to make a critical evaluation material. It involves the in-depth study and evaluation of available information to explain complex phenomena (Seemant, 2018:5). In the study, the researcher intended to use this type of research to develop the SCM framework that will be useful and assist in the performance of the institution. The use of senior officials benefited the study because to interviews brought in-depth data that had to be analysed by the researcher to ensure that the research question and objective are attained. What is the effect of SCM processes on service delivery programmes in SASSA and how can service delivery in SASSA be improved. To determine whether the way the supply chain was implemented and managed through applicable SCM policies and legislations decelerates service delivery programmes in SASSA

6.3.4 Predictive research

Predictive research is anticipating future events with current data (Kumar & Kushwaha, 2018:31; Waljee et al., 2013:1). This form of research is regarded as more accurate and

reliable than others as it makes use of previous and current data to predict the future utilising technology that will assist in building scenarios (Vartak & Sapre, 2020:652). Furthermore, an example of this type of research is the financial sector, where investments are made based on previous and current data to predict future returns (Vartak & Sapre, 2020:652). In the study, this type of research was not directly utilised as it does not fit well to respond to the research question as a cornerstone of the research study.

6.4 Research methodological choices

The methodological option allows researchers the opportunity to find suitable plans and methods for conducting research that will answer the research questions and achieve the aims and objectives of the study (Zait & Zait, 2009:903). This is where the researcher must make a judgement and methodological standpoint, as there are no rules to follow to attain the objectives (Greener, 2018:150). To conduct research, there is a need for a systematic approach which entails planning and implementing the research plan, with important predetermined components such as aims, population, technique, outcome and statistical consideration (Garg, 2016:640). These choices are qualitative, quantitative, and mixed research methodologies, as explained below.

6.4.1 Quantitative method

The quantitative research method entails using and analysing data in numbers using a statistical technique to respond to questions such as who, how much, what, where, when, how many, and how. Therefore, it quantifies and analyses variables to get the results (Apuke, 2017:40).

Bhawna and Gobind's (2015:49) assertion is that quantitative research methods are systematic empirical investigations through statistical and mathematical techniques, i.e. statistics and numbers capture some essence of quantitative methods.

Quantitative studies use statistical techniques to determine how likely something is true for a prescribed period in an objective or measurable sense (Mweshi and Muhyila 2024:194). It includes methodologies such as questionnaires (surveys) and experiments (Ahmad et al., 2019:2828). The use of this method in the data collection and analysis makes it possible to generalise to the entire population (Eyisi, 2016:94). Furthermore, this method shows that it is effective for studying what is already known instead of assisting in unravelling the unknown and revamping the known (Eyisi, 2016:95). The advantages of this method of research allows scientists to conduct broad depth research with accurate results. Because the data is straightforward, comparing the outcomes with other data sets is simple. The researcher does not influence the data collected; data is used objectively to measure reality, and the findings

can be predictive, explanatory and confirming. During the experimental research, the researcher investigates the treatment of an intervention in the study group and then measures the treatment outcomes (Apuke (2017: 44). On the other side, the drawback of this method is that researchers must have access to the population, which can sometimes be time-consuming and costly (Sharma, 2018:5). The researcher did not choose this method in the study because of the qualitative data needed.

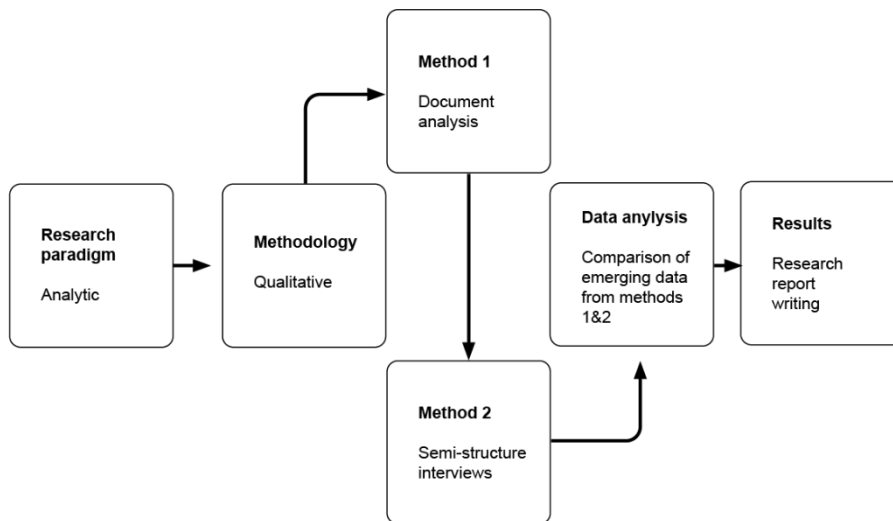
6.4.2 Qualitative method

Qualitative research is a process of naturalistic inquiry that investigates and gets a deeper view of social phenomena within their natural setting (Ahmad et al., 2019:2828). This method connects the researcher and participants' collaboration, enriching and shaping the research (Lichtman, 2013:4).

The presence of the researcher during the data collection process is advantageous because observation during the data collection process brings more understanding of the behaviour and provides additional information about the real life of people and the situation (Eyisi, 2016:93; De Vaus, 2014:6). Mohajan (2018:09) described qualitative research as a discovery model that occurs in a natural setting that enables the researcher to develop a level of detail from involvement in the actual experience. Qualitative research is, therefore, exploratory in nature and intends to discover and interpret data as opposed to quantitative research, which relies on proof (Kakulu, 2014:18).

In the method of research, the researcher had a clear vision on what are the expectation as frameworks that can be reviewed with new information; however, the quality depends on the knowledge and skills of the researcher as a dependency (Sharma, 2018:5). In addition, it uses the local population to understand the research problem or topic and its effectiveness is in obtaining culturally specific information about values, opinions, behaviours and social context of a particular population (Mack et al., 2011:1).

Figure 6.2: Research process chart



Source: Van Esch & van Esch, (2013:219)

Figure 6.2 demonstrates the research process for the study and, therefore, the vision through which the researcher analyses and interprets the research results.

6.4.2.1 Justification for using qualitative research methodology

This method of research covers issues as well as subjects in depth and in detail, and the data is more powerful as it is made up of human experience rather than quantitative research (Sharma, 2018:5). The study focused on the senior management of SASSA to gather robust and insightful information; moreover, the study believed that conducting in-depth interviews was essential. These interviews allowed the research to explore the experiences and ideas in a comprehensive manner. (van Esch & van Esch, 2013:224).

The advantage of qualitative study is that there is a relationship between the researcher and the participants while data is collected through interviews, and data collection is subjective and detailed (Rahman, 2017:104). In contrast, Silverio, Hall & Sandall (2020:04) argue that qualitative research takes a longer timeframe and is difficult as it has stringent requirements for the data analysis; furthermore, developing an interview guide in a researchable format is difficult. Nevertheless, the qualitative research becomes relevant in the study despite the shortcomings because the participants are senior management in SASSA who are knowledgeable and willing to give in-depth knowledge of the subject matter.

6.4.3 Mixed method

In this method, the researcher found it fit to combine the above methods, i.e. quantitative and qualitative methods. It simply meant that there was a collection and analysis of numerical and narrative data, which is the norm for quantitative and qualitative research, respectively. An example is where the researcher collects the numerical or quantitative data and conducts an interview using open-ended questions to collect the narrative or qualitative data (Chinyere and Val 2023:24). A questionnaire was suitable to be utilised to collect enough standard information through questions on a Likert scale (quantitative), which was accompanied by an interview guide to get a better and complete picture (Johannesson & Perjons, 2014:55). The researcher did not choose this method in the study because only qualitative data was needed.

6.5 Research strategy

Research strategy is viewed as an overall plan that tables the processes, activities and actions that will unfold to respond to the research questions (Saunders et al., 2009:600). Bryman (2008:698) asserted a research strategy as an overall analysis to conduct a research study. Furthermore, the research strategy outlines the plan for conducting the research study. Also, it guides the researcher in the planning, execution and monitoring of the study (Johannesson & Perjons, 2014:39). To be complete and useful, the research strategy needs to be supported by the research methods for the details of the research work (Johannesson & Perjons, 2014:39). After careful consideration and thorough discussions, the researcher decided to adopt a qualitative approach. The study believed that a qualitative strategy enabled to delve deeper into the underlying themes and patterns that were crucial to the research objectives.

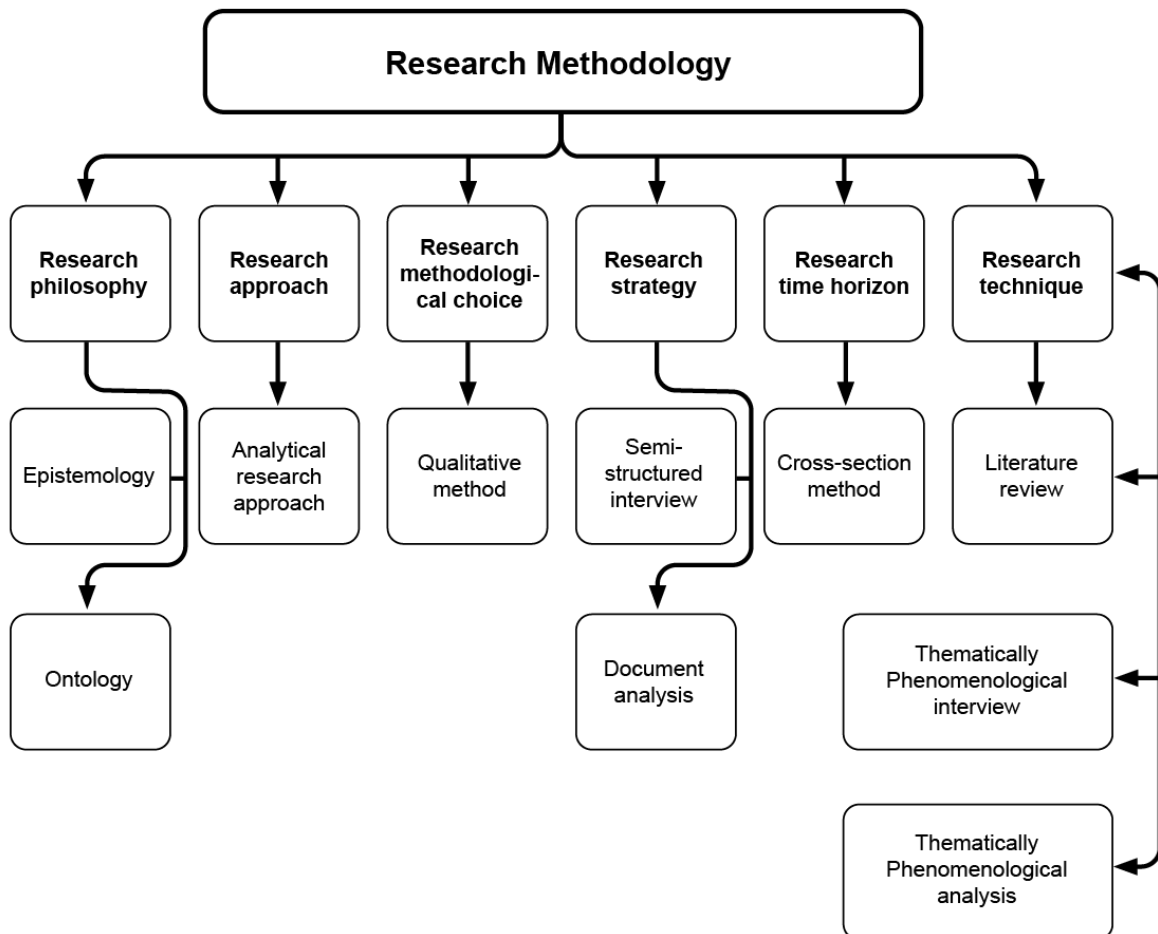
6.6 Time horizon

The time horizon can be seen as a project, i.e., a research study with a completion timeframe triggered by effective planning or preparation. Two different types of time horizons can be distinguished, namely longitudinal and cross-sectional studies (Al Kindy et al., 2016:895). In cross-sectional studies, the time is prefixed for the completion of a study. In longitudinal research, there is no time limit for data collection, data analysis, and other activities needed to complete the research (Setino, 2018:194).

It was vital to determine the objective of the research, such as whether the research would have be finalised at a particular time (cross-sectional) or if the study was ongoing (longitudinal) before data collection. Therefore, based on the nature of the research study, the time horizon

of the research selected was a cross-sectional method where it was intended to collect data within a specific time frame (Wimalaratne & Kulatunga, 2022:21).

Figure 6.3: Research methodology framework



Source: Adapted from Wimalaratne & Kulatunga, (2022:23)

The framework gave the overview of the research study where it reflects a summarised version of the processes, strategies and methodology that were used when the research study was conducted. It is also used as a dashboard for the journey in which the research study embarked. The dashboard includes the research philosophies, epistemology and ontology, research approach, which is the analytical research approach, research methodological choice of qualitative method, research strategy where semi-structured interviews and document analysis will be utilised, time research horizon of cross-sectional method and lastly, the research technique entails the literature reviews, thematically phenomenological interviews to assist in the collection of data directed by themes and analysis thereof.

6.7 Sampling design

Sampling was viewed as the process of selecting a certain number of the population or from a larger group (Bhardwaj, 2019:158), whereas a perfect sample is like a summary of the entire population which carries the same characteristics and beliefs (Singh, 2019:96). A certain percentage of the population representing the entire population is called a sample, which means a certain number selected from the population to represent the entire population (Satishprakash, 2020:3; Majid, 2018:3). The sample is therefore a portion or part of the population characterised by the elements of the population to be used to conclude on behalf of the entire population. It permits the researcher to collect smaller data representing the overall population (Al Kindy et al., 2016:896).

6.7.1 Population

According to Casteel and Bridier (2021:343), identifying the research population is the researcher's responsibility. The researcher should set the demarcations used in the study to avoid confusion and assumptions in the definition. The research population is a group of the entire population that the researcher has identified in which the findings of the research are to be applied (Satishprakash, 2020:1; Datta, 2019:8). In addition, the research population must be well represented with participants that will bring and represent the study needs rather than having misrepresentation of the population of interest (Casteel & Bridier, 2021:344).

It was pivotal for the researcher to explain or create a frame for the study's boundaries to prevent the reader from assuming or incorrectly defining an incorrect population. The frame for the population of interest may include several categories such as geography, race, age, education, positions, etc. (Casteel & Bridier 2021:343). Furthermore, in a qualitative study, the researcher must identify the general population and further identify some characteristics that will assist and achieve the study for the research topic and goal, respectively (Asiamah et al., 2017:1611).

Furthermore, the researcher should identify the availability of potential participants, bearing in mind that those who are experienced and will be sharing their thoughts will be prioritised (Asiamah et al., 2017:1613). In the study, the researcher identified a population of 105 members of senior management. According to Bhandari (2020:1), population is the entire group that the researcher want to conclude about. In this case, the population was all members of the senior management of SASSA who are the programme managers responsible for the implementation of service delivery programmes. They are the budget holders and responsible to procure goods and services directed by the institutional priorities as tabled in the annual performance plans.

6.7.2 Sampling method

The sampling method refers to the situation where the researcher must select the sample to collect data from instead of relying on the overall population of the study. Since the researcher did not have unlimited resources to collect data from the entire population, sampling was applied to reduce the number of participants in the study (Taherdoost, 2016:18). The literature identifies probability sampling and non-probability sampling whereby probability sampling is referred to as random sampling and non-probability sampling refers to judgemental or non-random sampling (Datta, 2019:2; Etikan & Bala, 2017:216). Purposive sampling, which is part of non-probability sampling, means the researcher's selection of the participants is based on the knowledge and ability to provide in-depth knowledge based on their experiences (Gentles et al., 2015:1778). In the study, the researcher used purposive sampling to determine the sample of 20 SMS members out of the total population of 105 senior management service members. In the population of 105 senior management services, the study managed to exclude members of senior management services who are not appointed as cost centre managers since they are not accountable to the service delivery programmes. The decision was made to ensure the framework remains relevant and focused. However, it is important to note that only those members of senior management services who are budget holders and appointed as cost centre managers, running service delivery programmes, fit well within the boundaries of the sample framework. The distinction was crucial to maintain the integrity and accuracy of the research hence sample of 20 programme managers were randomly selected.

6.7.3 Sample frame

A sample frame is a framework drawn by the researcher identifying actual cases from which a sample will be drawn (Taherdoost, 2016:20). It is a list of the group population from which the sample is selected. It does not always include all members of interest (Laban & Deya, 2019:1). The sampling frame is an operationalised resemblance of the theoretical population. It is the unit of measure from which the sample is recruited. A limited group of individuals was recruited for their participation in the study (Casteel & Bridier, 2021:345).

A sampling frame is the real factual list from which the sample will be taken as the exact presentation of the population (McCombes, 2019:2; Singh, 2019:12). In the study, the sample frame applied was the list of senior management service members from the cost centres or programme managers who are responsible for service delivery programmes in SASSA.

6.7.4 Sample size

In this case, it was advisable to have a significant sample size to ensure that the research validity and quality were not compromised. It is a common practice that the sample size of the qualitative methods is smaller than that of the quantitative research methods; this is triggered by the in-depth discussion and data collection in a qualitative study, which allows flexibility during the interviews (Mwita 2022:313). There are two crucial requirements when selecting a sample: the sample size and sample methods for a research study, particularly when conducting semi-structured interviews (Casteel & Bridier, 2021:350).

Therefore, the average size in an academic research context for master's studies is 30 and for doctoral research, 50 (Mocanasu, 2020:184). In contrast, Sarfo et al., (2021:63) argue that it is advisable to safeguard the saturation quality by adding more interviewees and that the appropriate sample size depends on several factors specific to the study. Therefore, in the study, the researcher identified or selected 20 senior management service members to participate in the 105 population in SASSA. The study succeeded in reaching the intended purpose after 16 members were interviewed, and the saturation point was reached at the 20th member. The detail discussions per individual members assisted the study to respond to the research questions, and the conclusion is that the objective of the study was successfully achieved.

6.8 Data collection method

This is an activity undertaken by the researcher when collecting data from the selected sample to respond to the research question either to test the hypotheses or evaluate the outcome, depending on whether the research is a qualitative or quantitative study (Kabir, 2016:202). In a qualitative study, data is collected mainly in the form of words or sentence format as opposed to the quantitative study, where numerical data is shown as numbers (Taherdoost, 2021:11). Taherdoost (2021:12) cites that collection of data comes in two ways, i.e. primary or secondary data collection methods.

Therefore, the researcher opted for the study's qualitative data collection method, where semi-structured interviews were conducted as a primary data source. In this collection method, the researcher had to gather data for the study, and access to use this data is limited until published (Taherdoost, 2021:14). In the study, the researcher had in-depth discussions in a form of semi-structured interviews. It is in these discussions that the researcher managed to poke follow-up questions to clarify and enrich the information provided in order to respond to the research question.

6.8.1 Semi-structured interviews

Semi-structured interviews are a communication method between the interviewer and interviewee; they are characterised by closed-ended and open-ended questions that allow the follow-up of why or how questions (Ruslin, Mashuri, Rasak, Alhabsyi and Syam (2022:24). Furthermore, semi-structured interviews consider a reasonable time of a maximum of one hour to conduct interviews and consider the fatigue and concentration of the interviewees (Adams, 2015:493).

Ruslin et al., (2022:24) cite semi-structured interviews as a system of research methods that focuses on the main topics that provide the general pattern, and the interviewer's job is to ensure that relevant contexts are brought into focus.

The selected sample of senior management in SASSA fit the purpose of this method of data collection because semi-structured interviews allowed the researcher to acquire in-depth information from informants compared to structured interviews (Ruslin et al., 2022:29). In contrast, there is a possibility of the data loss to occur when conducting semi-structured interviews particularly when is not done face-to-face but on an online platform such as video conferencing (Kakilla, 2021:1).

Furthermore, online interviews lose important cues such as facial expressions, body language, and gestures, which can assist the researcher in contextualising the interview (Al Balushi, 2016:726). However, despite the above challenges, the researcher found semi-structured interviews as a suitable method in the study, taking into cognisance the introduction of visual methods such as Microsoft Teams meetings to address the loss of data raised above. Furthermore, the use of Microsoft Teams meeting methods addresses the challenges of space distances and enables the research to be easily accessible without costs (Chaushi, Nastovska and Veseli-Kurtishi (2024:779).

Therefore, the study concluded that semi-structured interviews were relevant as they dealt with experienced senior management of SASSA and also in interpretive research because they helped the researcher gain in-depth data of participants' perspectives and make sense of their lived stories/experiences as told by them (Al Balushi, 2016:731). Another favourable argument of semi-structured interviews concerning the study was the selection of senior management in their area of responsibility as programme managers (Mack et al., 2011:29). Furthermore, the researcher is motivated by the experience the participants had and willing to share (Mack et al., 2011:29).

6.9 Data preparation

Collected data comes in different forms, and the researcher must convert data into understandable information before it can be used. The entire preparatory process consists of several activities, inclusive of profiling of data, cleansing, integration and transformation (Abdallah et al., 2017:2). After the data collection, the researcher must analyse and organise the data correctly to avoid errors and save time (Trochim, 2009:1). When the collected data is large. The processing is done through a computerised process, and then the data editing, coding and data entry must be performed (Hussain, 2020:1). During the process of preparing the data, the researcher must have already started with pre-coding, i.e. circling, highlighting or underlining important words or sentences. It is advisable to start the process early and not wait until the data is collected (Theron, 2015:8). In the preparation of the data, the study ensured that key and common words were easily identifiable and enabled the researcher to spot during data analysis. The researcher's computerised process assisted the study to use themes in responding to the research questions and created a gateway for the recommendations of the study.

6.9.1 Editing the data

The first step in data analysis is to edit the raw data to detect errors and omissions and correct them where possible. It is the researcher's main responsibility to ensure that the data collected is accurate and consistent; the first analytic process is to edit raw data to detect and minimise errors and flaws and correct as much as possible to ensure accuracy and consistency (Hussain, 2020:2). Furthermore, when editing and gaps are discovered the researcher can still make follow-ups to obtain clarity and finalise the analysis (Hussain, 2020:2). Editing is all about the quality control of the completed research data to identify and eradicate the errors, incompleteness and gaps in the information received from the participants. It does not matter which method is used. Collecting information from the participants is raw data that needs cleaning (Tiba, 2011:5). In the study, the editing process assisted in ensuring that information collected is reliable, relevant and becomes consistent with the objectives of the study. The editing data process managed to elevate the data's credibility and enabled it to be aligned ensuring collaboration, grouping and adequate response to the research questions

6.9.2 Coding

Coding refers to a process of numeric and/or symbolic allocation to answers for responses to be allocated to certain categories/classes) (Hussain, 2020:2; Linneberg & Korsgaard, 2020:6). It is confirmed that coding together with their coding instruction may be assembled in a code

book where each variable is assigned a code number (Tiba, 2011:7). In the study, the analysis of qualitative data was done through a process of identifying the themes focusing on the content of the matter. This process involves several steps, i.e. identify the main theme, allocate symbols to the subject matter and allocate responses into the themes for the purpose of the report (Tiba, 2011:17). Smith and Davies (2010:155) cite that coding does not constitute the completeness of data analysis; however, it is a systematic data organiser for better massaging to the benefit of the researcher. The researcher used coding in order to identify themes relevant to supply chain management and these served as the recommendations in the study. The coding of the themes assisted the study in responding to the research questions to allow analysis of the research finding and recommendations thereof.

6.10 Data analysis and methods

In the study, the researcher had to develop themes, as is a common practice in qualitative data analysis. This involved the systematic search for patterns to establish full details describing the phenomenon under investigation (Gale et al., 2013:3). Therefore, the procedure for analysis includes seven steps: transcription, familiarisation with the interview, coding, developing a working analytical framework, applying the analytical framework, charting data into framework matrix and interpreting data (Gale et al., 2013:5).

Familiarisation with the interview refers to the preparation to ensure good quality audio recording and to-word transcription of the interview focusing on the primary interest, i.e. content (Goldsmith, 2021:2063; Hackett & Strickland, 2018:4; Gale et al., 2013:4). This is followed by coding and developing a working analytical framework (Gale et al., 2013:4).

The analytical framework is a strategy in which qualitative data analysis allows the process to be systematically structured to manage, analyse and identify themes and is particularly useful with large volumes of text (Goldsmith, 2021:2065; Hackett & Strickland 2018:3). Furthermore, in this step, the process applies the analytical framework by indexing transcripts using existing codes where numbers are assigned for easy identification (Gale et al., 2013:4).

Once the index had been compiled, it was applied to the transcripts, followed by the process of reading, re-reading and labelling each transcript (Goldsmith, 2021:2067; Hackett & Strickland, 2018:4). This step made the process easier for accessing information as it had been categorised and indexed well.

The sixth step is the charting of data into the framework matrix. In this step, a spreadsheet is used to chart data into a matrix (Goldsmith, 2021:2069). This process allows the sifting of data without losing its meaning and context to be included in the spreadsheet and to convert data

into charts (Gale et al., 2013:4). Lastly, the interpretation of data commences, a crucial step which needs time and all necessary tools for the findings to be converted into a report (Gale et al., 2013:5). To assure the trustworthiness of the study, it was important that the names assigned to the themes and sub-themes reflected the voices of the participants, and that the themes 'gave voice' to the participant's perceptions of their experiences (Goldsmith, 2021:2071; Hackett & Strickland, 2018:5).

6.10.1 Thematic analysis

According to Kiger and Varpio (2020:1), thematic analysis is relevant and the correct method of analysis seeking to understand experiences, thoughts, or behaviours across a data set, and researchers must clearly outline their paradigmatic orientations and assumptions to ensure the trustworthiness of their findings and interpretations. It is confirmed that thematic analysis can be descriptive, explanatory and critical in nature. Furthermore, it can encourage the researcher to outline and describe a participant's reality using their own written or spoken account (Lochmiller, 2021:2031). In contrast, the researcher simply put the questions asked to the participants as themes, which is a bad example of thematic analysis (Majumdar, 2019:199). It is also important to note that there are no standard operation procedures around the sample constitution size and sampling strategy for thematic analysis (Braun et al., 2016:6).

6.11 Ethical consideration and clearance

The research study was conducted following approval from the General/Human Research Ethics Committee (GHREC) at the University of the Free State, with the ethical clearance number UFS-HSD2023/1794. The qualitative nature of the study urged the researcher to obtain approval from the institution's AO, which was triggered by the number of participants and the interaction that will take place as a data collection method. Therefore, a letter of approval to conduct research was obtained from the institution having the following conditions:

- SASSA may not instruct its officials to participate in the research. Official participation in the research was voluntary.
- SASSA documents viewed and used in the research remain the property of SASSA and may only be taken out of SASSA premises with permission from the relevant authority.
- All collected data should be kept confidential throughout the study.
- All provisions of the Protection of Personal Information Act 4 of 2013 and research ethics must always be adhered to.

- Upon completion of the study, SASSA expects a submission and presentation of the findings on an arranged date.
- SASSA will not take any responsibility for any injury or anything that can happen while conducting the research on its premises.

Furthermore, participants had to give consent to participate in the study; hence, a signed consent form was needed to be obtained, and it was obtained for all members who participated in the study. Therefore, participants' confidentiality was guaranteed.

6.12 Conclusion

The research study aimed to determine whether the supply chain is implemented and managed through applicable SCM policies and legislation decelerates service delivery programmes in SASSA. The study used a qualitative research methodology to collect data and provide answers to the research problem; data was collected using semi-structured interviews. Once data had been collected, it was analysed. A detailed description of how research data was collected, recorded and analysed was provided in this chapter. Furthermore, the chapter delved into the research population and the sample selection for the study, ensuring that the study meticulously outlined the criteria and rationale behind the selected participants. Additionally, covered the ethical considerations and clearance processes applicable to the study, emphasising the importance of adhering to ethical standards and obtaining the necessary approvals.

CHAPTER 7: ANALYSIS AND DISCUSSION OF THE RESEARCH FINDINGS

7.1 Introduction

The purpose of the chapter is to provide an analysis of the research findings gathered through the empirical study performed with twenty (20) participants in the SASSA. It is essential to highlight that the research questions and conclusions have prospered to achieve the research objectives and Interviewees to the research questions, as highlighted in Chapter 1. The research study navigated towards the aim of the study, which is to determine whether the supply chain management policy is implemented and managed in such a manner that it decelerates service delivery programmes in SASSA. The literature review played a pivotal role in enriching the research findings, and the critical documents of the Agency, such as strategic plans, operational plans, performance reports, and audit reports, had to be analysed to ensure the quality and reliability of the findings and recommendations.

The researcher had to comply with the university's research rules and regulations. Before starting the empirical study, approval of the University's Ethics committee and from the SASSA CEO had been obtained. Therefore, before the researcher commenced the study, all the necessary approvals were granted and are attached as an appendix to this research document. Furthermore, as a requirement, the researcher had to contact the participants to explain the aim of the study and secure appointments for the engagement during the interviews. Such arrangements were obtained, and the process commenced after the requirement of the ethical considerations was met. COVID-19 brought forward the utilisation of digital platforms as an advantage; the selected sample of participants is in all the provinces, and the researcher used MS team meetings to embark on the empirical study. This electronic or visual discussion with participants enables the efficient and effective collection of data as the participants felt comfortable and could arrange meetings when it suited them.

7.2 Approval of the study

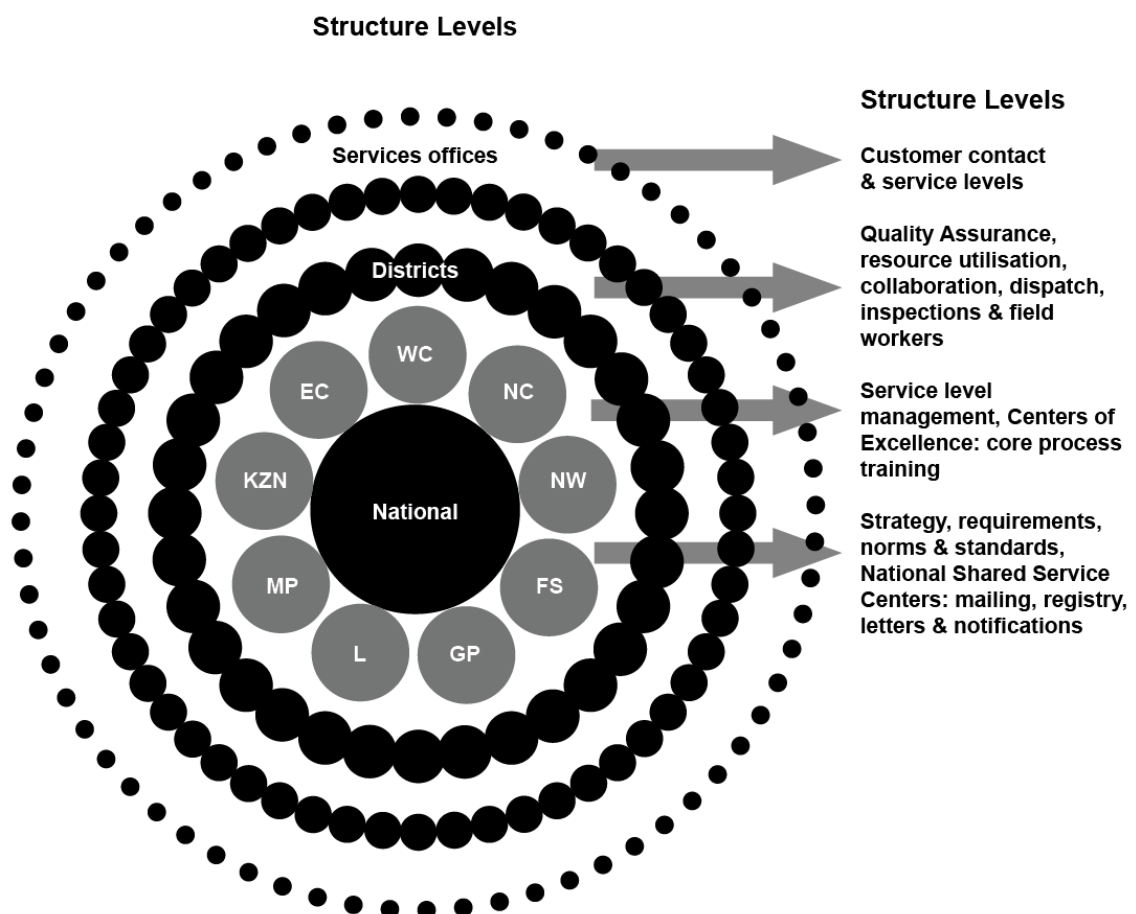
Approval for the study was obtained from the Accounting Officer of SASSA and individual interviewees. Following the General/Human Research Ethics Committee (GHREC) of the University of the Free State's approval, UFS-HSD 2023/1794, individual interviews commenced.. Arrangements were made for the data collection, and before commencement of interviews voluntary participation was emphasised. The researcher ensured that every participant signed a consent form, and this form also emphasised voluntary participation in the study.

7.3 Interviews

As outlined in Chapter 1, semi-structured interviews were the appropriate and selected method to collect the required data; fifty (50) SMS members responsible for implementing SASSA's service delivery programmes were identified. Out of fifty (50) participants, the study managed to interview twenty (20) members when it was established that data saturation was achieved. Therefore, the sample consisted of four tiers where interviewees came from, namely the national office, nine regional offices, district offices and local offices, as depicted below.

Figure 7.1 below depicts the operating model as referred to above.

Figure 7.1: Operating model



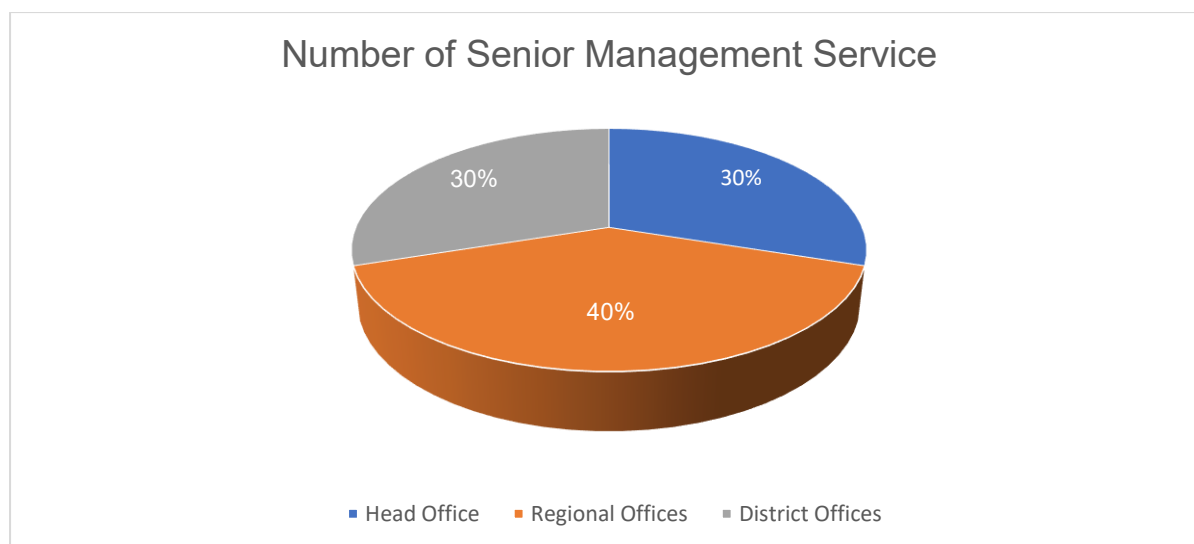
Source: SASSA, (2007:3)

The functions at the different levels can be explained as follows:

- At the National level, strategic management processes, control, optimal executive decision-making and minimising operational and support service costs of back-office processes are performed.
- At the regional level, service delivery management is performed within a region.
- The district level is responsible for the management and dispatch of shared resources, such as inspectors and field workers, and
- The local level is responsible for customer interactions and operational decision-making, where access and contact time are the driving factors of the process.

The selection frame of the sample of SMS was solemn because the study focuses on the service delivery programmes, and the research sample is the programme leaders. Moreover, supply chain management impacts service delivery of programmes that they lead. These service delivery programmes are performed in all provinces, and participants are representative of the provinces. Participants from the head office were also included in the sample selected. Against this background, twenty (20) participants were identified to form a complete study project.

Figure 7.2: Distribution of interviewees according to the SASSA operating model



Source: Researcher's own

Figure 7.2 above illustrates the categorisation of interviewees from where the data was collected as guided by the SASSA operating model of four tiers, namely Head Office, Regional Office, District Office, and Local Office. Local offices were excluded from the study because

they were not direct cost centres; these are members of SMS and procurement of major projects is placed at the district level.

7.4 Overview of service delivery performance of SASSA

SASSA's constitutional mandate is to administer, manage and pay social grants to all eligible people in SA, which remains critical and central to socio-economic challenges. The social assistance programme makes provision for income support for vulnerable persons such as older persons, people with disabilities, children, and for SRD to individuals and households that are experiencing sudden destitution. Social assistance is SA's most extensive safety net against destitution and poverty, and promotes social and financial inclusion (SASSA Annual Report, 2022/23).

According to Statistics SA (2022), social grants were the second most important source of income (51,0%) for households after salaries (59,4%) and the primary source of income for about one-fifth (24,4%) of households nationally. A more significant percentage of households received grants compared to salaries as a source of income in Free State (60,0%), Eastern Cape (63,7%), Limpopo (65,7%) and Mpumalanga (66,2%). Grants were the most important source of income for households in Eastern Cape (42, 0%) and Limpopo (35, 2%). The tables below provide statistical information about the number of social grants between 2007/08 and 2022/23 financial years.

Table 70.1: Number of social grants per grant type (2007/08-2022/23)

Grant type	2019/20	2019/20	2021/22	2022/23
Old Age	3 676 791	3 676 791	3 676 791	3 676 791
War Veterans	62	40	25	15
Disability	1 042 025	997 752	1 004 798	1 035 437
Grant-in-Aid	4 203	00		328 507
Care Dependency				156 982
Foster Child	00	00		274 130
Child Support	12 787 448	12 992 589	13 166 342	13 147 937
Total	18 290 592	18 440 572	18 677 339	18 829 716
Annual Growth	2.69%	0.81%	1.28%	0.82%

Source: SASSA Annual Report, (2022-23)

According to SASSA's Annual Report (2022/23), SASSA has experienced challenges with the payment of grants since the appointment of the Post Office assigned to distribute social grants to beneficiaries. This led to the contract being ceded to Post Bank in October 2022. It is also essential to indicate that SASSA was further allocated or tasked to administer the COVID-19 SRD grant that has brought in new beneficiaries to more than 8,5 million at the end of March 2023.

7.5 Presentation of empirical data and analysis

Three introductory interview questions covered the broader research problem and were directed to the participants to orientate them closer to the research objectives. These questions are listed below and will be discussed accordingly.

Introductory Question 1: Irregular expenditure due to non-compliance with SCM prescriptions is a concern; what are the reasons for this irregular expenditure experienced by the SASSA?’

Most interviewees cited the complexity and ever-changing nature of the SCM processes and procedures as the main cause for the irregular expenditure in SASSA. They also cited the continuous issuance of practice notes that must always be complied with as the other element that always finds SASSA challenged. A few participants cited that SASSA is mandated to eradicate poverty and that all the programmes should be performed responsively and progressively. SCM drives the transformational government agenda for South Africans' quality of life and livelihoods. Responsiveness and good governance that are accompanied by accountability are central to the oversight mechanism (Matebese-Notshulwana, 2021:97).

The discussion with participants culminated in the challenges of operationalisation of SCM in SASSA and the public sector as a concern (Matebese-Notshulwana, 2021:99). Interviewees 1, 3, 4, 6, 7, 8, 10, 11, 13, 14, 16, 17, 18 and 20 were concerned about the non-compliance to policies because of practitioners' lack of SCM knowledge. Additionally, lack of proper planning, contract management, and supervision are the leading causes of irregular expenditure in SASSA. Furthermore, SCM is no longer a place where people who do not possess financial skills are placed. In conclusion, the end-users in the SCM committees lack skills in their disciplines and SCM. Mistakes in the specifications cited and TOR preparation collapses projects, and tenders end up being cancelled and re-advertised.

Interviewees 2, 4, 5, 6 and 8 highlighted the challenges experienced in the property portfolio management contributed to increase in irregular expenditure incurred by government departments and SASSA in particular. The responsibility to pay social grants to deserving

citizens remains the responsibility of SASSA. To achieve this, office space should be sourced in all areas where people are in need to enable reach. Interviewees 8 and 14 cited challenges of procurement of office space in remote rural areas where services are highly needed, the non-availability of office space in rural areas has put SASSA in a compromised situation. Irregular expenditure is incurred not because of deliberate non-compliance to SCM processes, but because of lack of suppliers or unavailability of office space to allow SCM processes to unfold as required.

Interviewees 8, 12, 14, 18 and 20 referred to this lack of office space for SASSA in remote rural areas as a dynamic beyond control. Mkhomazi (2013:27) supports this challenge, as cited by Interviewee 8 that remote settlements in rural areas are challenged due to lack of infrastructure, which leads to compromised delivery of social services. Hence, most people living in rural areas migrate to urban areas for better government services. However, Interviewee 5, contradicts the above statements and highlights that irregular expenditure is deliberate. Management chooses not to comply with certain prescripts as they enforce transactions due to time constraints and/or too much collusion in the system. Interviewee 14 also refers to the managerial element, where a lack of project management skills is the cause of the irregular expenditure. In addition, interviewees 1, 2, 3, 4, 6 and 14 indicated that every manager is aware that the lease portfolio is a challenge as it involves third parties such as the Department of Public Works (DPW). The delay and inadequate infrastructure requires managers to start the procurement process earlier than usual.

Interviewees 2, 3, 4, 5, 7, 8, 9 and 11 argued that irregular expenditure in SASSA is linked to the procurement of office space via the DPW; their procurement process is lengthy. In addition, due to the political instabilities in the municipalities in cases where the property leases are owned by municipalities the procurement of office space is disrupted by changing leadership. Furthermore, interviewees 1, 2, 3, 4, 5, 6, 7, 8, 9, and 10 blamed the bid acquisition committee (BAC) and regional bid acquisition committee (RBAC) because submissions are returned more than three times due to changing or alternating members of RBAC or BAC.

Interviewee 2 raised a concern about SCM, where submissions are not treated with a sense of urgency, and scheduled meetings, as per the calendar, are not respected by the executives. Meetings are called randomly by the executive disrupting the long-planned RBAC meeting as a result project plans are affected, thereby extending contracts. Additionally, interviewees 2, 3, 5, 7, 8, 9 and 10 cited the SCM capacity as a challenge due to lack of knowledge and skill on SCM matters.

Furthermore, interviewees indicated that a lack of knowledge and skills has led to end-users drafting SCM submissions, where a need arises for deviations and submission to BAC, as a

way of helping SCM practitioners fulfil their mandate. Interviewee 10 blames the highly regulated SCM process to curb irregular expenditure; too many rules create a problem of irregular expenditure. Additionally, the interviewee highlighted that SCM practitioners' attitude is such that they always find a way of not providing assistance; The interviewee further added that SCM practitioners will interrogate the document to find ways of not assisting instead of looking for reasons to help end users.

Moreover, the interviewee projected self-interest, power, and name-dropped to push certain narrative. This allows executives to address SCM practitioners rather than the CFO to push their agenda. Interviewee 11 strongly argued that non-compliance to SCM policies and prescripts by senior officials, particularly during the procurement of big projects that undergo bidding processes is a concern and contributes to irregular expenditure. Furthermore, inadequate market research during the demand management stage of SCM contributes to irregular expenditure.

Interviewee 11 strongly argued that non-compliance to SCM policies and prescripts by senior officials, particularly during the procurement of big projects that undergo bidding processes is a concern and contributes to irregular expenditure. The vetting of members participating in SCM committees is supported by the National Treasury (2006, paragraph 2.12), that all members in SCM committees are required to declare their financial interest annually.

There is also a Cabinet resolution that all SCM officials must be vetted, SCOPA has shown concerned with the lack of compliance by government departments and its agencies on enforcing vetting of officials (Parliament, 2019). Interviewee 12 was concerned about the poor planning from the SCM unit and cost centres as a reason for the ever-increasing irregular expenditure in SASSA. Most of the cost centre's performance is driven by time frames as the different budgetary quarters end. This is when program managers start to pressure SCM practitioners to fast-track procedures so that their service delivery programs can show progress.

Additionally, poor planning leads to poor implementation of the SCM's procurement strategy. Continuous extensions affect big projects like cleaning and security services, leading to unanticipated consequences such as irregular expenditure or appointment of unqualified service providers.

Furthermore, Interviewee 9 highlights the lack of market research, where cost centres enquire about the market only during the tender processes, at which time it is too late to solicit additional budget to cater for a shortfall in the budget; bids will either be cancelled or procurement processes delayed to allow the additional budget allocation. At this period, the

institution will be left with limited choices or forced to continue with the service through extension, leading to irregular expenditure.

Interviewees 13 and 20 highlighted that the lack of incorporating risk mitigation measures within SCM processes and practices directly contributes to SCM's performance, hence irregular expenditure and unsatisfied end-users. Furthermore, when due to legislation guiding SCM, there is always a challenge to put proper controls or risk mitigation measures in each step of procurement; pro-activeness of SCM in business units through risk mitigations will force SCM practitioners to understand the needs of the end-users. It may benefit all parties to align SCM expectations with end results; this will allow SCM to manage gaps and risks with a clear end in mind while at the planning stage.

Interviewees 14, 16, 17, 18 and 20 raised the long processes of SCM as a concern, stating that SCM processes are too lengthy which defeats the purpose as a procurement strategy; the tenders are finalized over more than three months. Furthermore, the lack of project management and SCM technical know-how by SCM practitioners also contributes to the ever-increasing irregularities. Interviewee 15 cited the poor communication of new instruction notes to the AO and CFO by the National Treasury attributing to irregular expenditure, as responsible officials only get to know changes or amendments when already audited, and issues raised as a query by auditors.

Additionally, what is becoming a common cause of SCM irregularities is the newly appointed officials in SCM are not fully knowledgeable about the business processes. The appointments are made so that requirements and knowledge of the SCM processes get to be tested during the recruitment process. However, the appointees are not always familiar with the SCM requirements resulting in the institution experiencing further irregular expenditure. Interviewee 15 concluded that there is a lack of quality assurance, i.e., pre- and post-audits are not performed as expected; hence, the ever-increasing irregular expenditure is recorded. Interviewee 16 believes that non-compliance with SCM processes results in management deliberately ignoring the SCM processes. These SCM processes are known to management and are ignored, and junior staff members are left to contravene SCM processes.

Furthermore, management uses emotional blackmail on junior officials to pursue their own agenda; hence, during the investigations, management cannot be found to have participated in the process, and junior officials take responsibility for their actions. Verbal instructions often expose staff members to trouble and results in the alternative use and abuse of emergency procurements. In addition, SASSA tends to get involved in matters not under its mandate during the national election season. SASSA's services are often exploited to provide certain services that are not planned or budgeted for in the baseline budget. However, since SASSA

is headed by administrators not political appointees, abuse of power by politicians is imminent. Interviewee 17's view is that a lack of information and understanding of the SCM policies are the main reasons for SASSA's incurring irregular expenditures. In addition, the interviewee cited ignorance as a phenomenon taking space, where SASSA underestimated the value of continuous training and development in the essential area for the institution.

Introductory Question 2: What are the causes of service delivery challenges facing SASSA emanating from supply chain management prescripts and policies?

According to Interviewees 1, 3, 4, 5, 6, 7, 8, 10 and 11, the quality of the service providers appointed is the main reason for service delivery challenges. The example cited by Interviewee 11 was the SAPO appointment as a service provider to distribute social grants to beneficiaries. The members' interests compromise the processes because service providers are pushed despite their apparent lack of the capacity to deliver the services. However, it is because of the interest of individuals in the committees who have the pre-conceived decision to appoint. Additionally, when issuing purchase orders or conclusions of the tenders, the SCM, the unit responsible for procurement, is concerned with matters other than the quality of service offered by selected service providers. Furthermore, Interviewees 11, 12, 13, 14, 15, 17, 18, 19 and 20 mentioned a need for more capacity and leadership in SCM and the problem that end-users must draft submissions to SCM and all the committees. This takes place because end users wait for long for SCM practitioners to draw the submission.,

The different instructions from SCM to service providers indicate their interest in the appointment of service providers. In conclusion, SASSA needs to have more effective store management. Stationery items, for instance, get depleted without the knowledge of the SCM unit (store controller), and all these issues hamper service delivery. This resulted in Program 2, where the grant administration could not deliver services to the people. Interviewees 1, 3, 5, 6, 7, 8, 9, 11, 12, and 15 highlighted the lack of planning in SCM; procurement starts to get momentum soon after the expiry of the contract or when it is about to expire. No effective procurement planning is tabled and managed as part of project planning, and every SCM staff works daily without any pressure or accountability, added interviewee 11. Furthermore, Interviewees 11 and 15 painted a picture of annual leaves taken during critical periods. SCM officials need more capacity, and one official will be responsible for all the projects; hence, during this time, the person will be fatigued and obliged to take leave days to rest. Interviewee 11 concluded by mentioning the ICT equipment as the leading cause due to the delays in the procurement of ICT equipment and the lack of locally produced ICT equipment. "All this ICT equipment is imported, and it takes time to receive it".

Interviewees 2, 3, 4, 5, 6, 7, 9 and 10 highlighted the challenges of withdrawing requests and the number of rejected bids as the cause of the service delivery challenges. Interviewee 8 further highlighted SCM policy with specific reference to the approval of deviations by the National Treasury; the delays in obtaining approval for deviation from standard procurement procedure is a mammoth task.. Approval for deviation from SCM processes and procedures is centralised at the National Treasury. Interviewee 9 was cited the long process of seeking approvals in the SCM as a challenge the approving authority is different from the office or department. In addition, the Interviewee highlighted the contradiction of the delegation of authorities where, according to the Department of Auxiliary Support Services (DASS), the regional executive manager (REM) will be authorized to approve the procurement of office space up to the value of R5 million and any amount above that will be directed to the CEO.

In contrast, the financial and SCM delegations of authorities allow the REM to approve an amount above R5 million but limited to R30 million of the bids. Interviewee 11 mentioned that SCM units must have more staff, and pressure is mounting due to poor planning by cost centres. Additionally, urgent projects from surplus funding contribute to the severe pressure on SCM, and the delivery of services is negatively affected. Furthermore, the lack of integrated planning promotes a silo mentality in planning, and the SCM unit only gets to be involved in the process during the procurement stage as opposed to during the plenary stage. Interviewee 13 cited that end-users are clear on what needs to be procured based on their need; however, SCM must understand the technical language of the business units.

Interviewee 14's assertion on this question is that the lengthy SCM processes in the procurement of goods and services are the causes of service delivery challenges; the example mentioned was that if procurement or delivery of cartridges and computers/ laptops is not on time, service delivery is negatively affected. Furthermore, the lack of proper monitoring of SLAs for assessing deliverables affects service standards agreed upon by the parties. Interviewees 17 and 20 argued that SCM policies are available and clear; however, it is the attitude of officials towards the implementation of such policies that poses a challenge.

Introductory Question 3: Supply chain management responsiveness is key in the service delivery programmes; how does responsiveness assist SASSA in delivering services?

The responsiveness in SCM refers to the prompt responses and constant updates to the end-user requests; flexibility and speed determine SCM responsiveness (Thatte et al., 2013:500). The responsiveness in SCM brings benefits to the institution and time management, reliability, and flexibility central (Abushoke & Khanum, 2020:25). Interviewees 2 and 11 were concerned

about the non-responsiveness of SCM, as they need a turnaround time to be held accountable particularly when expecting the tools of the trade such as ICT equipment and issuance of vehicles.

Additionally, in an environment where accountability is not stressed and promoted, end users plead with SCM to process the request continuously and quickly. Furthermore, the interviewee states that no one is addressing SCM practitioners' behaviour; it is difficult to differentiate between the senior manager, manager, assistant manager, and practitioners in SCM as "...they talk, behave, and advise the same". Interviewees 5 and 10 indicated that SCM could either make or break the institution, and it must always be given priority; the level of responsiveness is low because SCM must be well-equipped with skills and people. In addition, the segregation of duties is critical because, currently, one person may be assigned more than one SCM processes.

In conclusion, the Interviewee highlighted that there is no prioritisation in SCM, no one wants to take accountability, and consequence management needs to be implemented. Interviewee 10 is concerned about long SCM processes for more minor commodities that can take a day or two days to receive, and corruption has become a robust phenomenon that hampers service delivery. Service providers that are not competent are forced upon end users because of abuse of SCM policies, and service delivery is compromised by inferior services provided. Interviewee 8 cited the same responses as highlighted in the second question above, where the delays in obtaining approval when deviations are sourced, timeously renewing the expired lease accommodation and none- non-responsive bids. Most of the Interviewees have raised concerns about the non-responsive bids, particularly procurement that is taking place in rural provinces such as Free State, Northern Cape, Limpopo, Mpumalanga, Northwest, and Eastern Cape. In these provinces, procurement is challenging, as is the lease of office buildings, and ICT infrastructure. Therefore,, big projects such as cleaning and security services are affected in the entire province. Hence, in most cases, service providers come from Gauteng and Western Cape provinces because of their capacities.

According to Interviewee 9, SCM in SASSA should be more responsive; it operates in a vacuum, focusing on its policies for compliance purposes. Interviewee 9 gave an example of emergencies that negatively impact the delivery of services if not handled on the spot; when the ablution facility is malfunctioning, three quotations are needed instead of getting one service provider to fix it. It will take a month or more for such to be set. This is one example amongst many that "as facilities", programme managers get frustrated and cannot serve those in need at the right time because of the SCM processes". Interviewee 11 was concerned about office politics, which have affected the culture in SCM, and cited store management as a problem as it is not managed well. Interviewee 12 confirmed that having responsive SCM will

benefit the institution because programmes will run smoothly, adequately and promote clientele education on SCM changes and strategies. The interviewee further emphasised market research as an essential function and mentioned that the common commodities should be prioritized because of the high need for them from cost centres. Interviewee 13 highlighted office politics, which have affected the culture of SCM or cost centres and impacted the performance of business units and service delivery.

Interviewee 14 cited the lack of urgency in the SCM processes, particularly in the projects linked to the surplus funds from the budget received in September. Interviewee 15 confirmed that SCM is responsive to the end-user's needs; the only matter raised was the challenges in the formulation and development of specifications. The inadequate specifications have led to the cancellation of bids and led to poor service delivery. The end-users cannot compile the bid specifications that reflect the need they want to satisfy; the end-users perform no service research, which translates into an inaccurate specification that needs to be evaluated. Interviewee 16 appreciated that the SCM staff are aware of the SCM processes and confirmed that the SCM policies, processes, and procedures were their "Bible". In contrast, the interviewee highlighted that the SCM unit in SASSA is overwhelmed with the job and that the work is too much, considering the capacity challenges. Additionally, the interviewee mentioned SASSA's big budget for goods and services that should be spent via SCM processes; therefore, capacity in SCM should be prioritized and always maintained. Interviewee 16 refers to the lack of resources when needed and the replenishment of stock items as a key to the responsiveness of SCM. However, Interviewee 17, in contrast, argued that training in SCM policies does happen sometimes; hence, the view is that SCM is sometimes responsive.

Research Question 1: What are the statutory and regulatory stipulations and official prescripts that govern supply chain management in government in South Africa?

The introductory questions above have introduced the objectives of the research study, and the first specific research question focuses on the statutory or regulatory stipulations or official prescripts that govern supply chain management in the public sector. In achieving this objective, several sub-questions had to be asked and answered. This question has several sub questions, which will be discussed next.

Sub-questions related to Research Question 1

1.1 What are the key supply chain management policies, prescriptions, and regulations essential in delivering services in SASSA?

Interviewees 2, 5, 11, 12, 13, 14, 15, and 17 indicated that SASSA has a minimal role but made aware of the rules, and there should be road shows that must be embarked on to improve awareness. A specific reference was made to the SCM policy, particularly SCM delegation item 3.4.1 Appointment of the BEC or regional evaluation committee (RBEC) for specific projects. In this paragraph, the above one million threshold value is vested in the CFO and REM for the Head Office and Regional Office, respectively. Therefore, in appointing the BEC or RBEC, Interviewee 8 cited that cross-functional committee members must be specified in writing and shall cease to exist from being in the committee upon award or cancellation of the bid made on its recommendation by the BEC/ RBEC and or by delegated approving authority. Interviewee 2 raised the specification committee members as the ones to evaluate the tender because they are subject specialists.

Interviewee 9 was keen on the use of the immovable property management policy and facilities policy in the environment he is working in, and states that these policies have a direct link to SCM because when a need for procurement arises, the mentioned policies provide guidance for source approval before procurement processes can be embarked upon. Interviewee 10 raised the alarming factor that ICT is highly specialised. However, it was allocated a service provider who quoted the lowest without looking at the capabilities. Additionally, the interviewee recognised the policy requirement; however, an emphasis was placed on the distortion of information, where tender documents are appealing in terms of qualifying for a tender but unable to deliver what is expected. In conclusion, the interviewee acknowledged the SCM requirements but highlighted the abuse of the same SCM policy to the detriment of service delivery. Therefore, SCM should assist ICT in attracting the kind of service providers capable to deliver as expected. ICT knows the business of ICT and must be held accountable if they fail to deliver given authorization to get suitable service providers. Even though the interviewee's suggestion is not in line with procurement policies or PFMA, Interviewee 10 felt very strongly about the ICT business and its impact on service delivery.

1.2 How much influence does SCM have in the performance of service delivery programmes in SASSA?

The study was qualitative and should remain as such. However, the researcher introduced the level of influence where interviewees are tested according to the categories of National Treasury, Management, Policies and SCM staff. Then, the categories had to be rated on the scale listed below.

On a scale of 1 to 5 (1= very low, 2= low, 3= fair, 4= high and 5= Very high).

Table 70.2: Level of influence

The Xs represent the number of participants

	1	2	3	4	5
National Treasury		Xx	xxx	xxxx	xxxxxxxxxx
Management		Xxx	xxxxxxxxxxx	xxxxxx	
SCM Staff	xx	X	xxx	xxxxx	xxxxxxxxxx
Systems		Xxxxx	xxxxxxxxxxx	xxxx	x
Policies		Xx	xxxxxxxxxxx	xxxxx	xx

Source: Researcher's own

Table 7.2 above indicates the level of influence on the SCM operations and its impact on service delivery. As mentioned, or listed in Table 7.2, the key categories are essential in the SCM operations and service delivery. As indicated previously, Interviewee 5 highlighted that non-compliance with SCM policies and prescriptions is the main challenge to the SCM and the ever-increasing irregular expenditure of SASSA. Furthermore, the interviewee outlined the pressure management faces, where service delivery has been in the highest need since the dawn of democracy. Therefore, management feels the pressure to accelerate services as required by the Accounting Authority and government, in turn putting pressure on the SCM processes.

In addition, Interviewee 5 stated that some SCM policies are not flexible in responding to the needs at the time of desperation. The capacity of local service providers in rural provinces poses a challenge and creates unnecessary delays in the procurement processes. Interviewees 2, 8, and 12 made it clear that the National Treasury is central to the decisions that must be made; as the policy owner, they have a stronger influence on the institution's service delivery programs than the institution's management. The interviewees argued that the National Treasury, as indicated in the introductory questions, that the delay in approving deviations affects the services and impacts service delivery. As cited by the Interviewee, the management category has a higher rate with the ability to achieve the operational plan and APP targets. With it, the scoring remains the same as the National Treasury category. The staff has taken the highest rate above National Treasury and Management precisely that according to Interviewee 8 words "staff can break or make things happen". In the discussion, the interviewee was concerned that the staff in SCM did not know the core business of SASSA and what impact support services have on service delivery programmes. There were inferences about the conduct or attitude of staff in SCM towards internal clients, which is not

helping the institution but negatively affecting it. The argument raised by the Interviewee above is supported by Soheli-Uz-Zaman et al., (2019:176) and Ayam and Nweke (2018:132) that it remains the responsibility of the institution to ensure that qualified staff members are employed and motivated and continuous development takes place. Furthermore, professional and career development should be central to ensure that human capital is energized and up to speed with the developments in the institution and environment in which they are operating. An institution such as SASSA needs motivated and proactive staff members in an SCM environment for the institution's objectives to be attained; teamwork and high efficiency tend to build a performing institution (Varma, 2018:14).

In addition, Interviewee 8 highlighted the BAC's self-inflicted problems as a concern where procurement is assigned without scientific analysis used as a guide to the committees of SCM. The allocation of the budgets for projects is within the financial year, and these budgets should be spent in the same financial year of allocation as monitored by the demand plan. The interviewee referred to other projects funded by surplus funds, making the situation worse than those funded within the baseline allocation. Reference was made to the late allocation of the surplus funds in October to be spent by the end of the same financial year.

Ali et al., (2023:4) state that the time factor is critical to the institution's performance. Its negative impact affects service delivery because staff members cannot focus on performance improvement. Hence, their study shows that time allowance in the form of breaks in between has a favourable contribution to the health of employees, thereby enhancing service delivery (Ali et al., 2023:5). The unrealistic targets and expectations do have unnecessary pressure on staff members, working around the clock under pressure tends to be harmful to staff and ultimately affect the performance negatively as attested by the study in Gambia (Jallow, 2020:37). The research also investigates SCM limitations serving as a hindrance to the achievement of service delivery by answering the following sub-research question.

1.3 Do you have any obstacles in SCM limiting you from achieving your service delivery programmes? Can you tell me about them?

Interviewee 1 mentioned a lack of store management as a limiting factor to their achievement of targets. Additionally, the attitudes of RBAC members with preconceived ideas during the presentation of bids for adjudication are not helping but discouraging and defeating intended objectives. In responding to this question, Interviewees 2 and 10 indicated that there is no plan or strategy to handle all the requests, as SCM practitioners lack knowledge and skills. Additionally, SCM practitioners are very choosy. They cannot determine value and dignity, and emergency procurement is not treated as such. Interviewee 5 mentioned that SASSA and

other institutions should have an independent person, preferably from the internal audit at the start of the bid process for the project-related procurement to form part of the bid committee; this will assist the institution in putting challenges of non-compliance to rest at the right time.

Furthermore, the interviewee believed that this independent person should be a peer-to-peer reviewer, meaning a person from another province who is objective to the dynamics of the province. The above recommendation is supported by IIA (2019:1-2), which states that internal audit is critical in management committees to assist with risk management issues and compliance in SCM and performance management; it can strengthen and support the bid committees with the provision of assurance. Interviewees 1, 2, 3, 5, 6, 8, 11, 12, 13, 15, 16, 17 and 19 were keen on the BAC members who do not have sufficient knowledge of the service delivery programmes or the business they are adjudicating on, which has a serious implication for the delivery of services in SASSA.

The challenge mentioned by the candidates is the theoretical perspective that applies to members of the bid committee. The request for the bid committee members to have practical experience in the business they are adjudicating is important and progressive. Furthermore, the interviewee alluded to the complexity of the projects and suggested that inspection of the logo by bid members for such projects should be a must so that members can easily relate to and adjudicate from experience and understanding.

In addition, Interviewee 8 highlighted the bad experiences of Private-public partnerships (PPP) in the procurement processes. The above statement was supported by Mashwama et al., (2018: INF-03-2) and Batjargal and Zhang (2021:3), that PPP in SA has been facing major challenges in recent years; this is confirmed by the decline over the past six years, decreasing from an estimated R10.7 billion in 2011/12 to R 5 billion in 2017/18. In response to the question, there is a lack of management commitment and appetite to provide clearer and more predictable intent on when and what to do with PPPs in general and in specific sectors. Interviewee 9 raised the inability of SCM practitioners to understand emergency procurement and treatment. They must submit at least three quotations during an emergency is limiting service delivery. In addition, Interviewees 2, 9, 10, 11, 12, 15 and 20 alluded to SCM practitioners' lack of SCM knowledge and technical skills because end users are taken all over with no direction, watching SCM practitioners arguing without a solution. Furthermore, the Interviewee was very alarmed by the bad attitude of the SCM practitioners toward the end user; they cited, "... they don't have a sense of interest and support but are instead keen to push compliance over and above the institution's objectives". Interviewee 11 mentioned inadequate infrastructure as the main aspect that limits the delivery of services as expected or accordingly.

Additionally, during the evaluations and adjudication committees, there were procurement irregularities where members pushed their financial interests at the expense of service delivery. Interviewees 12 and 15 strongly raised SCM staff's unwelcoming behaviour or attitude as the challenge or limiting factor in attaining institutional objectives. Additionally, they fear taking responsibility because they protect their positions as they fear making mistakes and fear the AGSA. The competing priorities with limited budgets have limited implementation of service delivery programmes. Interviewee 13 was concerned about the abuse of power by SCM practitioners; ICT needs technical expertise and is ever evolving. SCM practitioners will never understand the business of ICT unless they seek advice and assistance.

Additionally, the complacency of SCM practitioners threatens service delivery. The time taken to finalize the procurement exceeds the normal timeframes, and Interviewees 14 and 15 are concerned about the lack of urgency and accountability by SCM to the institution. Interviewee 16 is concerned about the PFMA, which was last drafted in 1999; the mention is that the world is evolving and needs Acts that are constantly adjustable to fit the purpose of the current and future environment, particularly when businesses and the public sector are introducing or about to introduce artificial intelligence.

Interviewee 17 has a challenge with the threshold value of R500 000 on medical assessment of citizens; as the need for service pressures the team, they must assess beneficiaries, bearing in mind that the amount should not be exceeded. Furthermore, there is a lack of proper store management, such as stationery, when requested, not being delivered on time and a long waiting period. Finally, the special conditions in the specifications limit the continuing evaluation processes.

1.4 Do you understand SCM policies and what is meant to achieve service delivery in government? Please explain your understanding.

Interviewees 2, 10, 11, 12, and 15 confirmed that government is about public funds that must be managed effectively, and in dealing with its resources, the economics of scale must prevail. Additionally, the competitive processes are keen to ensure fairness, openness, and accountability, which are central to its dealings without hampering service delivery. In dealing with this question, Interviewees 1, 5, 9, 11, 12, 15, 16 and 17 clearly understood the SCM policies; the first point mentioned during the interview was that SCM policies are meant to secure efficiency, effectiveness, accountability, and responsibility in the use of public money. This ensured that in dealing with public funds, officials are vigilant when they undertake procurements as if the funds in use were their own, to ensure good quality services and at

less cost. Interviewee 8 bravely could not waste any time but referred to the state capture case to show the complete understanding of SCM policies and the intended achievement.

The interviewee alluded that before the state capture case, matters of SCM were taken for granted, and the SCM processes would be suppressed to the extent that they would allow it without looking at the consequences. Since the state capture case, managers have been armed with courage and understanding of the objectives of SCM with a clear understanding of accountability. Without getting into the details of the commission and as a reminder that the State Capture Commission referred to above was established because of remedial action taken by the Public Protector in October 2016 in which the President of SA should appoint a Judicial Commission of Enquiry to be chaired by a Judge.

It is in this Commission where investigation on the alleged breach of the Executive Member Ethics Act (1998) and the awarding of contracts by specific organs of state to entities linked to the Gupta family, amongst others, should be done, and the report with recommendations to be submitted to the State President (Zondo, 2023: iii & iv). Interviewee 12 singled out the SCM delegations as a policy that allows the flow of the processes and has an element of flexibility as it allows almost all categories to play a part. from head office down to the local offices.

Research Question 2: Which dimensions and aspects should be incorporated in an SCM framework for a strategy that will improve service delivery in SASSA?

SASSA is the service delivery arm of the DSD; service delivery in ensuring that social grants are paid without any disturbances is central and must always be maintained. Mia and Islam (2014:21) and Quesada et al., (2012:35) identified Information and Communication Technology (ICT) as a dimension and aspect that, if SASSA puts more effort, will enhance and improve service standards. ICT enables the institution to improve communication among the end-users of the chain and improves the time factor in the procurement processes.

The other aspect of improving performance is the availability of competent and skilful SCM practitioners in SASSA. Mapanga (2024:5) cites that higher standards are set for the leadership management positions who are making important decisions in the affairs of SCM to achieve the strategic objectives. In SA, a developing country with challenges of low maturity levels, strategic and thinking skills are critical for SCM practitioners. Interviewee 12 takes the precise position that competency in SCM functions by practitioners should be incorporated into the SCM framework, and professionalisation should be encouraged, promoted, and awarded. Interviewees 12, 15, 16, 18 and 20 outlined that the public sector should establish or form a SCM professional body sponsored by the National Treasury and Institutions of higher learning. Additionally, there are too many SCM committees for one single procurement right

from the end-user in compiling the specification and procurement documents, the specification committee to quality assure the specification in preparation for the following committee, and the evaluation committee to evaluate the bids following the specifications. Lastly, the BAC confirms and approves the recommended bidder. The concern is the lengthy process and waste of human resources appointed to these committees; the framework needs to reduce the unnecessary stages or committees, as well as train and equip members of the committees to take over more functions. In conclusion, interviewees 12 and 20 raised another point: because SCM is complex and evolving, cost centres are always left behind with new developments in the SCM environment. Therefore, an SCM framework should incorporate continuous training as a requirement for compliance with all cost centres and programme managers. The training and development can be done half-yearly or in advice centres within the SCM unit, where demand plans are consolidated, and these SCM specialists proactively advise the cost centres on projects and procurement in general.

To answer research question 2, the question consists of five sub-questions, of which the findings will subsequently be discussed.

Sub-questions related to Research Question 2

2.1 What are the most critical aspects of SCM that can influence performance? Can you list them and explain why you prioritise them?

Interviewee 2 emphasised the regular training of SCM practitioners; the rotation of the managers must be compulsory in SCM. The withdrawal and cancellation of the bids severely affect the performance of SCM and the institution. According to Interviewee 5, SASSA has a higher number of cancellations for different reasons, and service delivery is affected negatively.

In addition, the Interviewee argued that the supplier that provide sub-standard goods and services affect the performance. This is because of the capacity of the SCM framework where the central database does not have a way of removing and de-registering unscrupulous suppliers. The high unemployment rate in SA has led to citizens opting for opportunities in the tender system as a means of survival. Such individuals offer lack of capacity to provide goods and services to address government needs. Interviewees 1, 2, 4,5, 6, 8, 9, 12, 15, 16, 17 and 20 mentioned market research as a critical factor for SCM to improve performance, as appointed service providers lack knowledge in public procurement.

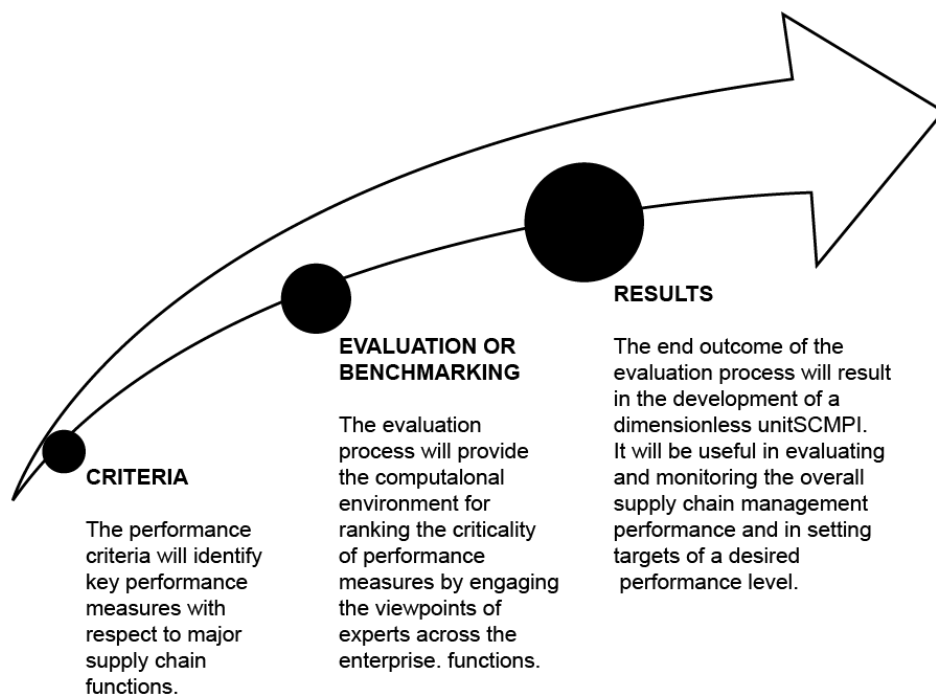
As indicated by Interviewee 5, the cancellation of bids is because human errors, irregularities, and lack of technical skills in developing specifications severely impact the delivery of services.

The responses received from Interviewee 8 enthusiastically showed that SCM staff members must understand that they are the enablers of SASSA to achieve outcomes of programmes related to service delivery. Reference was also made to SCM officials not being proud of their roles and responsibilities whilst they serve.

Furthermore, Interviewee 8 emphasised that SCM staff must have an appetite to understand a client's space. This means they must understand the institution's core business so that unnecessary delays are understood from the impact point of view. Abuse is inevitable if the impact of what is done is not known. The interviewee concluded with this question, saying, "...SCM staff should learn and master the value chain; otherwise, they will be destined for disaster". Interviewees 10 and 15 emphasised the importance of an excellent working relationship and cooperation between business units, end users, and SCM. Interviewees 11, 13, 16, 18 and 20 highlighted that if implemented, performance management and monitoring in SCM will improve SCMs and the institution's whole. Khan (2013:2) supports the idea that SCM and institutions should develop a model that integrates all supply chain functions and measures overall supply chain performance. The model should assist management in monitoring the performance within acceptable and desirable parameters.

In conclusion, Khan (2013:2) demonstrated in Figure 7.4 the hierarchical approach that outlines the core idea of the entire monitoring and evaluation process. This hierarchical approach starts with the performance indicators in SCM. It moves to the evaluation and benchmarking with the best in the industry and experts for better service, which will bring perfect results as the outcome of the last stage. The Modelling Hierarchy in Figure 7.4 below is self-explanatory and is put into context.

Figure 7.3: The modelling hierarchy



Source: Khan, (2013:2)

Interviewee 13's assertion is that the SCM function needs to be professionalised. Recently, SCM functions have been treated as central to public service performance and must be professionalized. Due to the challenges and frustrations program managers face in SCM and the negative impact on the institution's delivery of services, emotional intelligence is essential in the SCM environment to the extent that the core business of SASSA should be central to its induction.

Furthermore, it should be the requirement for SCM to analyse the operational plan of the business units to extract projects that will need procurement and start with the demand plans as a support to business units; from this process, a work plan will be developed with timeframes and procurement strategy. During the quarterly review sessions, SCM is fully accountable for the status of the demand plan against the planned activities. Interviewee 14 suggested that there should be SCM specialists assigned to each branch as a link to the Finance Branch; there is a belief that in doing so, SCM will get to understand the business and will always be proactive in influencing business units at the initial stage because of the presence of SCM practitioner.

Interviewee 17 mentioned that the turnaround time for handling the requisitions is the most important aspect that can improve performance if it is handled well. Furthermore, the refresher

training for management on SCM matters and training for junior officials is central to the institution's performance.

2.2 What are the most valuable skills necessary for SCM? Can you list them and explain why?

Interviewees 2 and 17 listed financial and project management skills as the primary skills needed in SCM; this will address the need for more knowledge. Additionally, SCM members must understand the impact of their work where the value chain is understood, i.e., input, output, and outcome. In conclusion, performance management skills are also crucial so that SCM practitioners know the impact; total quality management skills are also necessary, and benchmarking with the best in the private sector is also essential.

Interviewee 5 listed financial and analytical skills as components that are key to SCM operations because SCM is technical and needs persons who understands and can analyse the financials to make SCM effective, efficient, and economical in its dealings. In addition, the Interviewee brought the research skills as a critical skills needed by SCM members to ensure that they guard against exorbitant prices charged against SASSA and other government institutions. This will assist SCM staff members to pay attention to the details; the justification is the higher number of bid cancellations/withdrawals due to mistakes in the specifications and evaluation criteria set by bid committees.

Interviewee 8 mentioned conceptualising, financial, people management, and technical skills as requirements for the skills needed in the SCM environment. The Interviewee highlighted the importance of these skills in the SASSA environment, where its mandate is to pay social grants to all deserving citizens; however, the process towards the payment of grants needs a support system such as SCM that understands people and financial management, the know-how of the SCM framework and its implementation, technical skills, and conceptualisation of core business processes.

This aligns with the findings of Heyns and Carstens (2012:7), who state that 38 skills were identified, as portrayed in Table 7.3 below, and the survey was conducted. Results showed that business and management skills, customer service, and inventory management came top, and other skills, as listed below, are still necessary for supply chain professionals.

Table 70.3: Skills sets required by logistics and supply chain managers

Skill 1	Ability to plan and prioritise	Skill 14	Facility location/ Network design	Skill 27	Project Management
Skill 2	Ability to see big picture	Skill 15	Inventory management	Skill 28	Quality management
Skill 3	Ability to think outside the box	Skill 16	Green logistics/ environmental issues	Skill 29	Quantative and/ or statistics skills
Skill 4	Business ethics	Skill 17	IT skill/ software knowledge	Skill 30	Reverse logistics
Skill 5	Business process improvement	Skill 18	Knowledge of environmental issues	Skill 31	Spreadsheet abilities
Skill 6	Change management	Skill 19	Knowledge of the industry	Skill 32	Supply chain cost knowledge
Skill 7	Communication skills-written & oral	Skill 20	Leadership	Skill 33	Supply chain design
Skill 8	Conflict management	Skill 21	Motivation skills	Skill 34	Team work
Skill 9	Cross-functional coordinates skills	Skill 22	Negotiating skill	Skill 35	Time management
Skill 10	Customer focus	Skill 23	Networking skills	Skill 36	Transport and related regulation knowledge
Skill 11	Data mining	Skill 24	Order processing	Skill 37	Transport management
Skill 12	Decision making	Skill 25	Problem solving	Skill 38	Warehousing/ Materials handling management
Skill 13	Demand forecasting	Skill 26	Procurement/ Purchasing management		

Source: Heyns & Carstens, (2012:5)

In supporting interviewees 2 and 5, Ambe et al., (2023:277) and the National Treasury (2020) state that nowadays, SCM requires competent and professional skilful SCM practitioners to implement the SCM or procurement strategies developed from the demand plans of the institution. Additionally, SCM performance is a concern to government institutions such as SASSA. Therefore, the department needs to employ competent SCM practitioners to be able to perform duties such as strategic sourcing, procurement planning, determining the total cost of ownership, and disposal management (Ambe et al., 2023:277; National Treasury, 2015). Furthermore, it is common that SCM skills have been found to influence the effectiveness of SCM performance and, consequently, the institution's performance (Ambe et al., 2023:277; Hohenstein et al., 2014). Interviewee 11 believes that legal skills are central to SCM officials because contract administration and management are vital to SCM's functions. Furthermore, accounting skills are essential because SASSA uses an accrual accounting system, which requires knowledge of accounting and related disciplines.

In conclusion, noting that SASSA is automating its processes, it would be prudent for Information Technology (IT) skills to be required in SCM so that all manual processes can be automated. Interviewee 12 emphasised the importance of the customer-centric approach in SCM, the ability to treat customers with respect, and the communication and facilitation skills that bring the ability to explain SCM policies easily and facilitate workshops where necessary. Interviewees 13 and 14 highlighted time and project management as critical in the SCM and added emotional intelligence as important due to the SCM function linking with all business units and directly impacting service delivery. Interviewee 16 is concerned about the lack of analytical skills, and the SCM staff must analyse the requests coming from the end-user, be able to advise, do market research, and provide a well-informed view.

All these skills led to the information needed for skill development, and therefore, the following question.

2.3 What sources of information about SCM do you use to keep your skills updated and relevant?

Interviewees 5, 9 and 12 referred to the National Treasury websites where SCM information and changes are displayed and made accessible to the public. In addition, there are circulars that SASSA will issue occasionally when there is a change in the policy. Interviewees 8, 11, and 16 were well conversant with the responses, indicating that people are busy with work and institutions must conduct compulsory sessions to update themselves with new developments in SCM or core business. Policy awareness must be achieved, and induction should be continuous to target units procuring to be trained on SCM policies. Interviewees 10, 11, 15 and 17 agree with Interviewee 2 that SCM needs to understand the bigger picture rather than the narrow view; however, in addition, there is a need for interpersonal skills as they interact with almost everybody in the institution. Interviewee 12 puts more effort into the SCM circulars and delegations; furthermore, the travel and subsistence policy is also critical to the moveable and immovable asset policy because of the work and the responsibility assigned.

Supply chain management in the public sector is still mainly paper-based, and the question of system automation was therefore asked.

2.4 Is automation of SCM processes the right way to go? What benefit will it bring?

Interviewees 2, 5, 9, 10, 11, 12, 15, and 16 mentioned that manual processes are not controllable; hence, there is an allegation of corruption and collusion in the procurement space. In addition, the Interviewees said audit manipulation is possible if they cannot find

queries because they use unsecured documents. Some of the pages of a bid document can go missing without a trace. In conclusion, the Interviewees supported the overall automation of SCM as it will positively impact the service provided by SASSA. It will limit bid cancellation and human errors and detect or prevent SCM collusion. This statement is supported by Richard (2021:5), who states that there is an advantage in the automation of procurement processes and efficiency. The automated SCM system will assist SCM practitioners with the database to refer to and cost comparison for better price and performance. Interviewee 8 was emphatic about the complex project relating to the tender bids, with the understanding that full automation would reduce time in the SCM process, limit unnecessary human errors, and reduce the number of cancellations in bid tenders. Interviewees 10, 11 and 12 highlighted that SCM is rigid; it will minimise irregular expenditure, eliminate human errors, achieve turnaround time, and be user-friendly. In contrast, the interviewees raised the challenges of automation in SCM that sometimes will stifle service delivery because flexibility will be restricted, with there are no grey areas in operating the system. Interviewees 11 and 16 were keen that artificial intelligence is crucial and a way to go; SCM can use it to help eliminate human errors and reduce errors emanating from fatigue; SCM forms can be automated to save time and costs. Interviewees 15, 16 and 17 highlighted the importance of automation; the manual process cannot assist the user. It is dependent on the user to pick errors. In contrast, automation is more about helping the user. The notifications and alerts will be active to assist the user. Interviewee 16 mentioned that SASSA already has an Oracle system in their administration processes, such as finance, HCM, and SCM. All modules related to SCM should be activated and implemented.

2.5 Which elements enhance the relationship between supply chain management policies and service delivery?

Interviewee 9 raised the importance of a good working relationship where SCM practitioners show interest in the end user's business and can provide the support needed. Even during an emergency, they should advise accordingly. In conclusion, the Interviewee indicated that now, as end users, "Siyacenga" is to be assisted with care. Interviewee 12 raised the importance of integrated planning as a web to make the relationship between SCM and program managers progressive. It will automatically address the challenges of non-compliance with SCM prescriptions. Interviewees 13, 14, 15, and 17 urge SCM to engage continuously with business units; this could be done on a quarterly basis, providing a report on the status of the demand plan. These engagements will address several challenges, such as communication, relationship, and interpersonal problems experienced by the business units.

Research Question 3: What are the typical challenges and barriers faced by government officials participating in supply chain management?

The lack of monitoring and evaluation of supply chain management in SASSA and government institutions has a negative impact on the institutions achieving their strategic objectives. Zindi and Sibanda (2022:3) confirm that SCM systems need to be monitored to ascertain if its operations are implemented, following the requirements. Moreover, if SCM performance positively impacts the overall achievements of SASSA. The other barriers are the unethical behaviour of SCM practitioners and the conflict of interest that dominates the SCM committees and SCM operations. These barriers should be tackled and prevented from becoming a common practice in the institution; otherwise, they tend to compromise the integrity of public sector institutions such as SASSA (Zindi & Sibanda, 2022:3).

This research question has seven sub-questions which will be discussed.

Sub-questions related to Research Question 3

3.1 Do you find SCM requirements flexible to accommodate your programme needs? What are the challenges?

The challenge in South Africa regarding the SCM flexibility is that government institutions are not allowed to override the PFMA and SCM regulations, said Interviewee 5; it was emphasized that SCM policies are not failing the government institutions; instead, management is to be blamed as they are failing to apply the SCM policies. An example was cited in the procurement processes: market testing is not done, prices are higher, and something costing R10 on the market is priced at R500 when dealing with the government. In conclusion, the Interviewee indicated that these price abnormalities could be corrected if government institutions such as SASSA make it compulsory to set price ranges; with the example above, the market price of R10 SASSA should be controlled or regulated so that it cannot exceed 150% meaning an amount up to R25.00 is acceptable and with the price range.

Interviewees 8 and 12 clarified that SCM is centrally controlled or managed by the National Treasury, so flexibility in the process is impossible as the SCM working environment is highly regulated and can never find any opportunity to allow flexibility. The interviewees argued that because of the rigidity of the SCM framework, close working relationships are critical between SCM and cost centres or programme managers. Interviewee 9 did not waste time responding to this question, immediately showing frustration. The response was that SCM needs to be more flexible; it is dogmatic and robotic as it does not assess the situation but

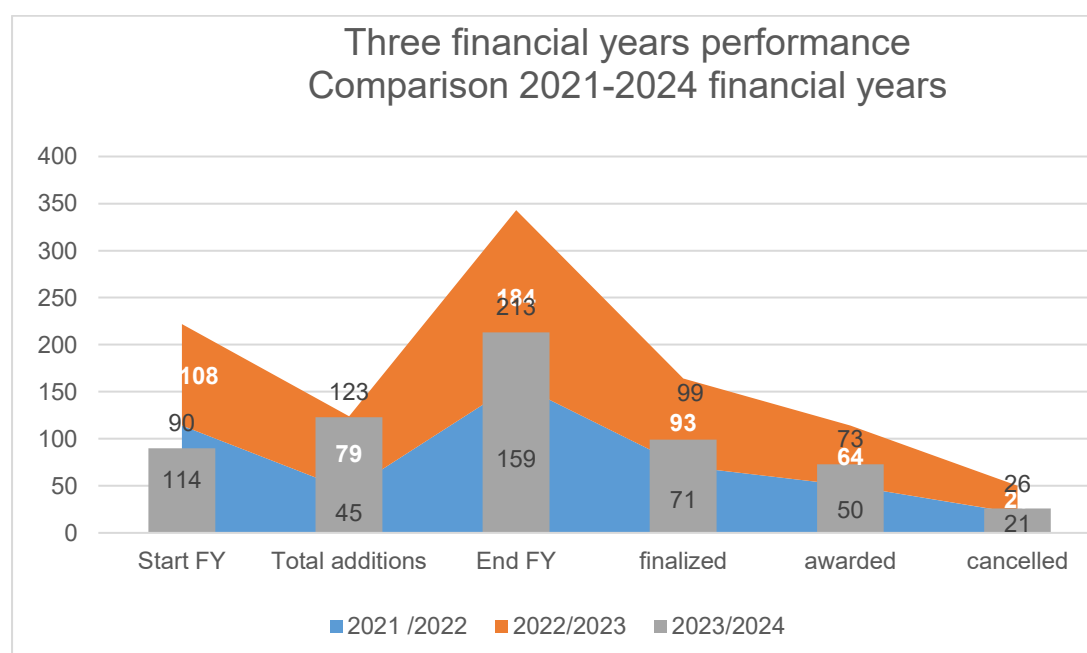
always refers to National Treasury and SCM policies. In contrast, Interviewees 2, 10, 12, 15 and 16 said SCM is flexible because SCM delegations allow deviations and sometimes non-compliance with SCM prescripts. Interviewees 16, 17 and 20 confirmed that there is flexibility in the SCM processes.

It is just that SCM is regulated, and compliance with the regulations is a must. There is room for flexibility; in addition, Interviewee 16 cites the special sitting of RBAC, the deviations, and the ability to contribute to the amendment of SCM policies to indicate flexibility in the SCM processes. This led to the next sub-question.

3.2 Is there a relationship between supply chain management and service delivery within SASSA's service delivery programs?

There is no doubt that, as indicated by interviewees 5, 8, and 9, there is a good working relationship between SCM and the service delivery programmes, and the effectiveness of the SCM prescripts in enhancing service delivery was introduced, as stated in the question. In contrast, interviewees 10,12 found the relationship between SCM and end-users unsuitable; they believe that SCM operates as a support unit as if they do not care about the institution's well-being. There is a strong conclusion that SCM unit does not take accountability of their actions that let to the institution's unachieved objectives/ targets..

Figure 7.4: SASSA's three financial years' comparison of projects



Source: Researcher's own

According to the SASSA Demand Management Plan (2021-2024), the above chart summarizes that out of the 159, 184, and 213 projects in the financial years 2021/22, 2022/23, and 2023/24, respectively, SASSA managed to finalize 71, 99 and 93 projects in the respective years with a cancellation of 29, 26 and 21 projects. These cancellations resulted from the challenges highlighted above by the interviewees. The cancellations had a severe implication on service delivery. According to the figure above, SASSA indicated the projects at the start of the financial year and the additional projects received in the middle of the financial year. In the financial year 2022/23, the additional projects exceeded, by a considerable margin, the planned projects at the start of the financial year, and 26 projects were cancelled. The figure provides a clear picture of the management of SASSA: the demand management plan that is not effectively monitored, and projects that are not managed responsibly with no project office.

3.3 How effective are the supply chain management prescripts or policies in enhancing service delivery?

The level of developing TOR or bid specifications is a severe concern, and the policy directs the constitution of the committee; however, in specialised requests such as building, construction, and infrastructure, specialised personnel in the institution are not available (Interviewee 8). The interviewee indicated that even though the requirements for the position do not require such technical skills, public administration is the requirement. The lack of delivery of the necessary services to the end user is imminent, and delivery of services of inferior quality to the end user is also possible. The Interviewee cited the higher number of cancelled bids in SASSA because of the inability of the specification committees to fulfil its mandate. Interviewee 8 shared the same concerns with the evaluation committee: the way evaluations are performed needs more technicality and experience.

Interviewees 9, 15, 16 and 17 shared the same sentiment that SCM prescripts are ineffective because there is a delay in every step of the SCM processes. Interviewee 12 is concerned about the number of SCM committees in one project; the view is that time and resources are wasted. The recommendation is that only BAC should be regulated, and other committees such as BSC and BEC should remain within the functional areas. This will allow research from the programme managers to develop specifications that will fit the business purpose and not be influenced by members who do not have knowledge and interest of the particular business unit. Additionally, SASSA uses multiple systems to capture information and is not integrated; instead, it is a repetition of functions and a waste of time and resources.

3.4 What systemic challenges affect supply chain management policies aimed at enhanced service delivery within SASSA?

Interviewees 2, 10, 12, and 13 are concerned about the business unit's relationship with the SCM unit; unpleasant interactions confirm this, and accusations are always raised during management meetings. During the strategic or operational plan review sessions of branches and units, when it is time to account for the targets not achieved in the quarter, mid-year, or annual, they blame SCM and its long and cumbersome processes. The reasons for the set targets' non-achievement is often long SCM processes.

Furthermore, an unpleasant relationship is also felt in the Executive management committee (Exco) of SASSA, where the other executives attempted to control procurement of their programmatic requirements as outlined in the demand plans. The attempts are triggered by the lack of confidence in SCM staff and application, and the lack of competent and progressive SCM practitioners is blamed and is central to the problem. Additionally, interviewees 2, 10, 12, and 13 raised the financial interest and unethical behaviour by management that were noticed during the SCM processes and in bid committees. This has resulted in bids and procurement failing and processes restarting from scratch, ultimately putting the institution in a compromised position with service delivery projects. Interviewee 12 concluded with the challenge of political persuasion and involvement in the business of SASSA, where during the procurement of services, particularly more considerable projects, processes of SCM get derailed if they do not favour a particular narrative than that of the institution.

3.5 What internal factors affect the implementation of supply chain management policies to enhance service delivery within SASSA?

All interviewees raised a concern about the political involvement in the procurement processes; the committee members during the adjudication will push a service provider who needs more capacity to deliver the required service. It becomes evident that sometimes members will show interest due to the political pressure to the detriment of suitable processes and governance. Interviewee 10, 16, 18 and 20 points to laziness, where staff do not take the work seriously and encouraged the performance-based system, meaning earning what is worked for. In conclusion, the greediness of the SCM staff and members of the SCM committees remains challenging and has affected services in the institution.

3.6 What external factors affect the implementation of supply chain management policies to enhance service delivery within SASSA?

Interviewees 5, 10 and 17 blamed the political interference in the institution, particularly in the more significant projects, where procurement processes are influenced to favour certain service providers in the control or circle of politics. In support of the argument, Manyani (2014:15), in his study, found that most of the respondents strongly agree that political interference is rife. Due to the seniority of the politicians, SCM practitioners are forced to succumb to their demands and requests. It is concluded that most politicians target the SCM to fund their political ambitions. Government institutions are pressured to adhere to the political demands, hence higher irregular expenditure and fraudulent transactions (Mantzaris, 2017:127).

Projects such as service providers responsible for the distribution of social grants, procurement of security services, and procurement of ICT infrastructure, amongst others, are the main culprits or commodities attracting the attention of politicians. Furthermore, during the election season, the focus is on SASSA for the provisioning of SRD activities, such as food parcels to people experiencing poverty; it is in this procurement that service providers will be appointed from other provinces, such as Gauteng and KZN, on behalf of all other provinces. In addition, service providers are established under SRD to assist with providing human aid during a disaster.

Interviewee 9 responded that the capacity of the service providers to deliver the services as appointed is a factor that has severe implications for service delivery. Currently, the cleaning service provider needs to fulfil its mandate, and cleaners are sometimes slow due to non-payment of their benefits. In addition, another factor is consistent nonresponsive bids in other commodities, which leads to the service not being rendered to the public; an example is the procurement of service providers that will make it possible for the clients to redeem vouchers during a disaster or when awaiting their grants.

In conclusion, the non-availability of suitable office accommodation in remote areas of the provinces is a challenge that negatively impacts the provisioning of service to the communities around such areas. Interviewee 12 mentioned that the service providers bidding for the tender use all the means to get the business in the institution, hence the kickbacks and political interference in the procurement or tendering processes. This has put the SCM staff and members of the SCM committee in awkward positions due to the provocations and temptations. These ill behaviours have put severe pressure on members of the SCM fraternity and tend to delay, if not scrap, the bid process if it does not go according to their interests.

Research Question 4: What could be learned from international perspectives regarding supply chain management in government institutions, and what are best practices pertaining to suitable strategies to promote service delivery through supply chain management?

South Africa is operating in a global village where benchmarking needs to be made to confirm if the South African Supply Chain Management Framework is in accordance with international standards. Against this backdrop, the following sub-question was paramount.

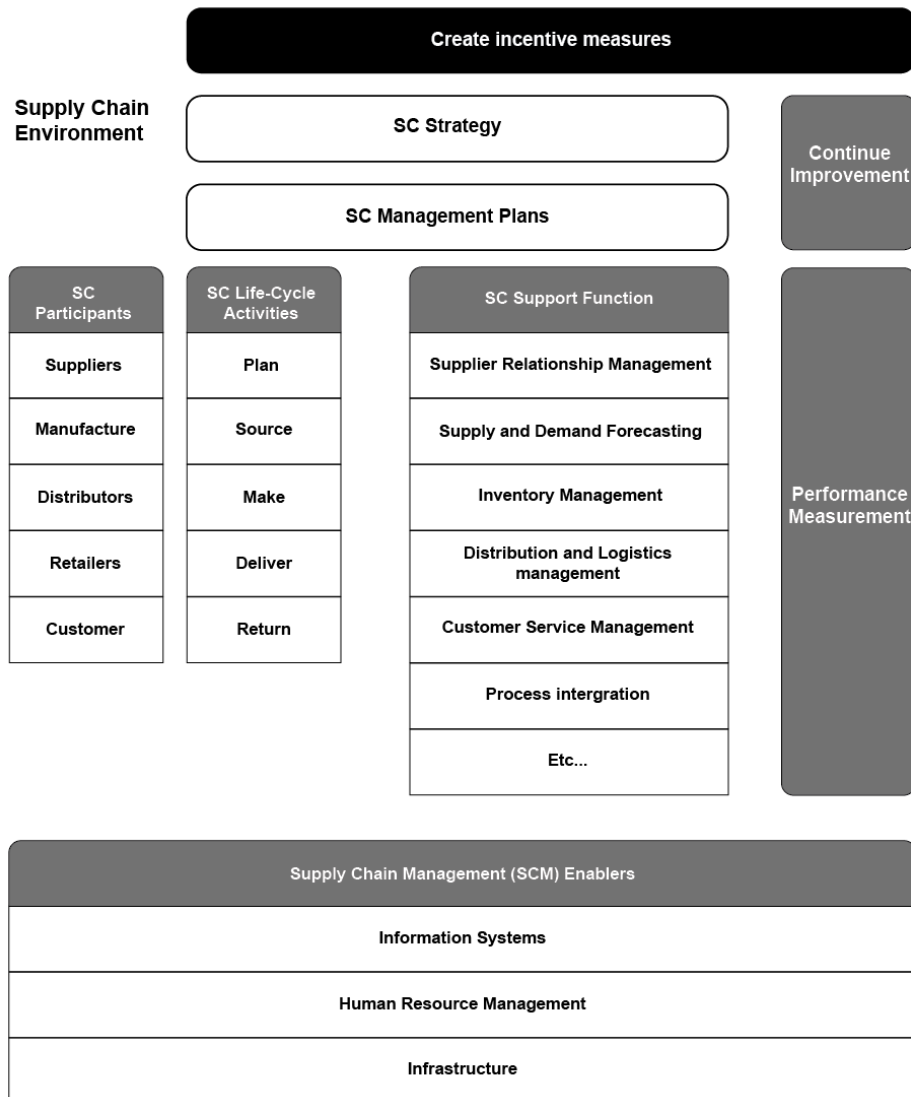
Sub-questions related to Research Question 4

4.1 What is the current status of the supply chain management framework in South Africa's public service compared with the rest of the world?

Figure 7.5 below illustrates the proposed SCM framework in the private sector, which reflects the institutional strategy that entails the mission, vision, and strategic targets or objectives. It translates into SCM strategy to enable the institution to achieve these objectives, and, lastly, the operational plan, together with the SCM demand plans (du Toit & Vlok, 2014:33). Whereas in South African Public procurement, practices and objectives are aligned to the variety of SCM processes in government where section 217 (1) of the constitution of the RSA highlights the primary purpose which urges all organ of state to maintain a procurement system that is fair, equitable, transparent, competitive and cost-effective when dealing with the state resources.

Furthermore, section 217 (2) protects the persons, or categories of persons, disadvantaged by unfair discrimination (Ambe, 2016:281). Interviewee 15 confirms that the SA SCM framework is internationally recognized and complies with the Constitution section 217 in particular; the interviewee continues to state that compared with the rest of African countries, the SA framework is respected and used as a yardstick across the continent. In contrast, the risk highlighted by interviewee 15 is the manipulation and cost-effectiveness. The concern is that this model is too expensive and invites corruption in the public sector.

Figure 7.5: Supply chain management framework



Source: Du Toit & Vlok, (2014:33)

Interviewee 2 was concerned that every service is outsourced, even services where specialists are employed, but specifications are still drafted to outsource the services. In addition, the interviewee referred to the progress made by the Rwandan government in their procurement system, wherein an e-procurement system has made processes efficient using an online portal. This system allows stakeholders to access information on procurement opportunities and get updated on new developments in the public procurement space (World Bank Group, 2016:3).

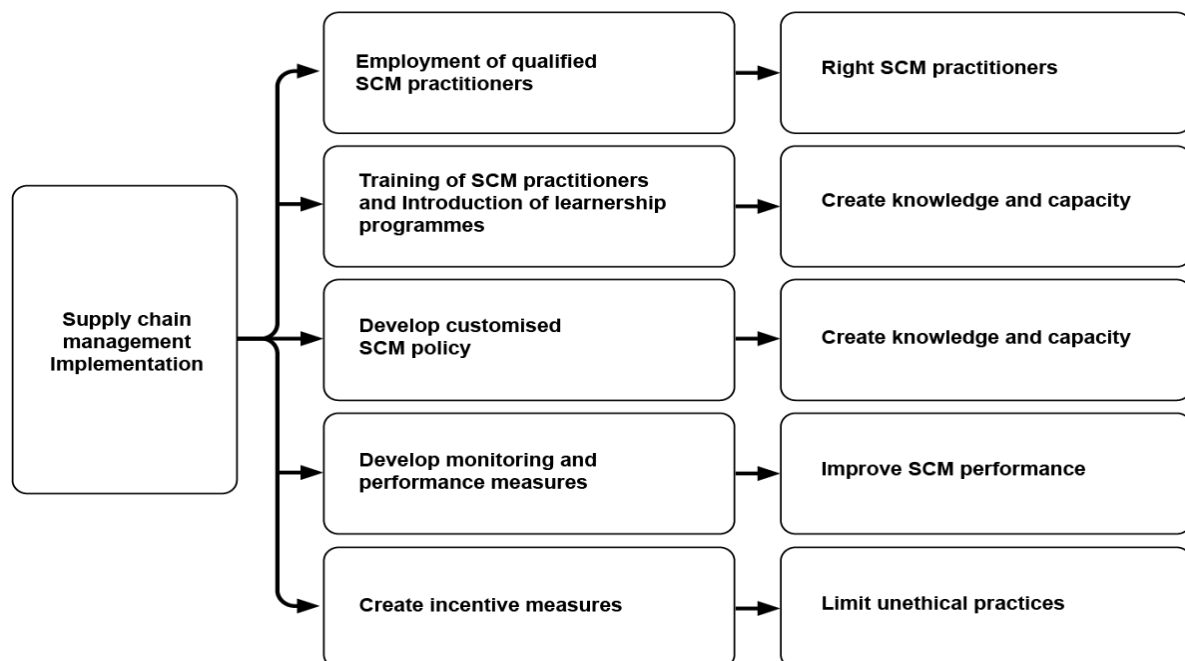
In conclusion, the interviewee recommended that the tender system be scrapped. Outsourcing services must be phased out to allow institutions to employ people who will do the job. As much as there are benefits in outsourcing services, institutions such as SASSA will not attract technical, knowledgeable, and skilful personnel. This will result in losing these personnel. The

risk of exposing confidential information is also eminent and unavoidable (Abdullahi & Sallau, 2019:29; Tayauova, 2012:190). Interviewee 5 highlighted the lack of automation as the down card of the SA SCM framework; the SCM processes is manual and involves lots of paper and physical involvement of end-users, SCM practitioners, and members of the SCM committees. In addition, the Interviewee recommended full automation where artificial intelligence is incorporated. This will eliminate human errors, allow time to be used effectively, and comply with the environmental requirements of a paperless environment.

Interviewee 8 highlighted the challenges of the South African Framework as not up to standard because it allows wrong elements and incompetent suppliers and SCM practitioners to participate in the procurement. The supply chain database system, i.e. the CSD, is not credible and is unable to prevent any scrupulous service providers from registering even though they are not in the close vicinity with the end-user. That is why a supplier in Limpopo province will travel a long distance to deliver goods to the Northern Cape Province.

In support of Interviewee 8, the study of Ambe and Badenhorst-Weiss (2012:11013) found that SCM staff and all those who are participating in the SCM ecosystem, must be trained. The SCM should ensure appointment of qualified, knowledgeable and skilful SCM practitioners. Furthermore, the study proposed the framework, as highlighted in Figure 7.6 below, to be incorporated into public sector SCM processes for functional implementation.

Figure 7.6: Framework for implementation in supply chain management



Source: Ambe & Badenhorst-Weiss, (2012:11013)

The above SCM framework captures most of the concerns raised by the Interviewees, where they highlighted challenges experienced by services due to lack of SCM capacity and limited unethical practices. In addition, the interviewee raised a concern that the SCM framework has long processes, even when there is procurement of a minor item that could take a few hours it takes long., The two frameworks tabled by du Toit and Vlok (2014: 33) and Ambe and Badenhorst-Weiss (2012:11013) for private and public sectors, respectively, needed to complement each other, and lessons can be learned from the private sector. The COVID-19 pandemic changed the world and introduced modernisation and ways of doing things. Interviewee 10 believes that SCM policies were researched and are similar worldwide, and competition is essential. In addition, the interviewee refers to the King Commission Reports 3 and 4 on SCM policies and how they are designed to encourage accountability and the ability to identify risk areas. Therefore, research is needed to get information on it, hence the next posed question.

4.2 What valuable lesson have you learned from the supply chain management policy challenges SASSA experienced during COVID-19?

The COVID-19 pandemic has facilitated the use of technology to provide certain services. Institutions used available technology to conduct virtual meetings to communicate because physical interaction was prohibited, as indicated by interviewees 5 and 9. Even though there were challenges of corruption during this period when the country was on lockdown, using available technology, there was limited business continuity.

As the Interviewee indicated, after the lockdown ended and countries opened for interactions, institutions returned to the old way of doing procurement and other SCM business. Interviewee 8 confirmed that during the COVID-19 pandemic, staff members and South Africans worked or stayed together as a team, and there was an environment of collectiveness and a sense of ownership in the country and at SASSA. In addition, the sense of urgency was visible as the procurement processes and service delivery were higher because the goal was clear, and the whole team focused on the services and goods that must be delivered.

It was supported that the COVID-19 pandemic had negatively affected the SCM processes. Businesses must be sure of their way of doing business. It has introduced full automation in contrast to the manual SCM processes (Neboh et al., 2023:5). Furthermore, SASSA managed to develop a system and pay a COVID-19 special grant within a month after the announcement by the State President.

The urgency of the team to develop COVID-19 special grant standard operating procedures (SOPs), policy, and system development was an astonishing achievement and evidence of what can be achieved. How did SASSA manage to structure all this within a shorter space of time? Does this mean institutions must be in an urgent mode so that service delivery can succeed? Maybe this is what can be considered as concluded by Interviewee 8. Interviewees 10 and 15 commended the COVID-19 era as it has improved business continuity and encouraged SASSA to change some policies to accommodate disasters.

Additionally, Interviewee 15 indicated that SASSA succeeded during this period, no irregular expenditure was recorded, and staff members were working from home, dependent on technology and still complying with the SCM requirements. Additionally, lessons learned are adapting to changes and technology quicker and the flexibility allowed during the COVID-19 pandemic. Malatjie et al., (2023:22) support the statement of Interviewee 10 that the COVID-19 period introduced alternative ways to deliver services; the heads of departments had to come up with ways to provide services while under lockdown.

Furthermore, Malatjie et al., (2023:24) confirm that digitization and policies had to be accelerated by government departments to deliver uninterrupted services to the public while complying with the lockdown regulation. In conclusion, emergency procurement was allowed; however, it was exploited, and corruption started to take advantage. The closing question was open for every interviewee to provide any information that might not have been covered that they wished to address for the purpose of the research study.

4.3 It is the ended of interview session. In achieving the study's objectives and aim, are there any points that you would like the study to note in relation to supply chain management policies to accelerate service delivery in SASSA?

The open-ended question allowed each interviewee to raise any matter that might not have been covered during the interview. Interviewee 2 raised the concern that SASSA has qualified advocates across the country. However, the services is still outsourced to State attorneys, so SASSA cannot use its resources. The interviewee was also concerned about a lack of segregation of duties in SCM, where an official has access to quotations, requisitions, and tender documents. Interviewee 5 was clear on the challenges facing SASSA in the procurement space, of which there is a belief that it has a negative impact on SASSA's service and increases irregular expenditure. The interviewee emphasised that SCM should be well equipped with skilled personnel and have enough SCM personnel to curb this challenge.

Furthermore, continuous training and attendance at SCM forums, symposiums, and workshops must be encouraged. The Interviewee was keen that automation must be the way

to go. In conclusion, the Interviewee believed all SCM practitioners must be SCM specialists registered with professional bodies.

Interviewee 8 was keen to participate in the open discussion; their view was that institutions such as SASSA should only allow staff members to stay in one position for a short period as this may lead to unwanted or unprofessional behaviour across all functions. SASSA must make the environment exciting, and staff members must feel at home at work. Furthermore, the interviewee was concerned that unnecessary environmental assumptions always lead to disaster. In addition, the interviewee was emphatic that SCM must be made exciting and staff members must feel they belong. There is a need for management to talk to SCM staff to share their fears in the workplace. SCM is highly regulated, and staff members fear making mistakes because they face consequence management.

The interviewee recommended that SCM staff must have a dialogue; otherwise, service delivery is challenged; not to say systems are not working, but fear of the staff members being innovative. Interviewee 9 requests SCM practitioners to create a working relationship with other branches or end users. The relationship should be appealing and well for the parties to have one goal to achieve, which is that of SASSA. In addition, the interviewee proposed that SCM must have a database of different commodities; the central database is not helping but creating confusion in provinces.

In support of the challenges of supplier database, Mpehle and Mudogwa (2020:7) highlighted that the central supplier database (CSD) allows service providers to register different service offerings and classifications of goods and services; it is done without verification and depends on service providers' faithfulness. Additionally, it allows service providers to manipulate the registration of physical addresses; hence, most service providers have registered their business addresses in all provinces. During procurement processes, the CSD enables service providers to be considered for local opportunities even though they might be more than 800 kilometres away from the location, leading to procurement failures due to time constraints and costs.

In conclusion, continuous training should be provided to end users and service providers on critical matters in SCM. Interviewee 10 is concerned about whether the SCM unit can know or understand the impact of SCM performance in service delivery, whether the institution's aim is realized, and why. Setino (2018:49) supports Interviewee 10 view by viewing SCM as a complicated discipline that evolves constantly, and the use of technology in this field is complex; therefore, the skills and knowledge are those of technology and demand experts.

Setino (2018:49) argues that SCM is no longer an administrative function left as a support function; instead, each institution's strategic arm requires skilful SCM practitioners who

understand SASSA's core business. Interviewee 12 is concerned about management blaming SCM for their failures, which raises the management's poor planning, which impacts SCM processes. Interviewee 13 requested that SCM practitioners consistently implement and interpret the SCM policies and requested that SASSA SCM policies be vetted to ascertain if they are aligned with National Treasury legislation and frameworks.

Interviewees 14 and 17 urge SASSA to leverage digital technology to improve SCM and data analytics so that SCM can always make informed decisions. Additionally, the data Interviewee noted that data is not being used in SCM because there are no systems to collect data currently, so using technology will enable SCM to execute its mandate professionally. Interviewee 15 asserts that people come and go, and SASSA must develop a system that will get new staff members quicker into understanding operations in SCM. Often, it has been reported that people commit irregular expenditures and indicate that they were never trained. Interviewee 16 is concerned about the readiness of SASSA in automation, particularly artificial intelligence (AI), as the future of businesses and the public sector.

The concern is with the infrastructure setup and the capacity of the human capital to gradually be moved or prepared to be ready when the system requires full automation. Surya (2019: 8) argues that the USA has started to implement AI in different sectors of government and its agencies, such as citizen queries, planning new projects for infrastructure, detecting fraud, immigration decisions, and welfare payments.

Furthermore, Surya (2019:10) highlighted the public procurement processes as a limiting factor in the implementation of AI because of the complexity of the SCM processes. In Saudi Arabia, it is confirmed that the government is benefitting from the use of AI, and this is also true in many countries. It is used to handle government services differently to achieve efficiency and economy in assisting the members of the public in service delivery (Maalla, 2021:33). SA has a plan to implement AI and is the national priority under NDP 2030, the country is going through an unprecedented transformation and is aiming to maximize the benefits provided by AI to support and accelerate this transition (DCDT, 2023:29).

7.6 Themes, remarks and patterns as identified in the analysis of the data

7.6.1 Automation and digitization of SCM business processes

SASSA SCM business processes have remained manual and inefficient over time, reducing productivity. Manual processes opened manipulations, human errors, and corruption in the SCM environment, leading to cancellations of the bids. The end result of this ill behaviour is the dissatisfaction of the programme managers who suffer from inadequate service delivery.

Resource dependency theory (RDT) in the public sector environment is crucial in approaching service delivery in an intergraded manner, mainly where it is justifiable that the resources are scarce; however, this collaboration created an abundance of resources and allowed public institutions to perform their tasks more effectively. Full automation and artificial intelligence are the way to go and will improve services and guard against the evil factors cited above. SASSA is already embarking on the BPR process, which is a good direction.

The pattern in this theme is the increase in productivity due to efficiencies in the system leading to customer satisfaction. The morale of staff, young staff, in particular, will embrace automation and digitisation to full capacity.

7.6.2 Sourcing of skills, building capacity, and training of SCM practitioners

The study revealed that the challenges of service delivery and SCM capabilities are due to a lack of skilled personnel in SCM across SASSA. The recruitment strategy of SASSA does not seek to attract highly skilled practitioners as it uses a standard job requirement of public service where specialisation is not a key requirement to the job. The support service in institutions such as SASSA needs highly skilled practitioners to be able to support the core business in delivering the services it requires. It is the responsibility of management to embrace new technologies and upskill its workforce to effectively navigate this evolving environment, ensuring the institution remains adaptable and resilient.

The benefits and the patterns are the confidence the institution will have when experiencing enthusiastic staff members committed to learning and development. Encouraging a very good relationship between the SCM unit and other branches as key stakeholders is always advisable. The NPM is institutionalising efficiencies and accountability in the public sector. Therefore, this will bring comfort to the institution through good governance and adaptation to the new era brought by the NPM.

7.6.3 Risk management and disaster recovery plan

The Fourth Industrial Revolution and the COVID-19 pandemic have necessitated a shift in SASSA's operations, requiring increased agility and digital transformation. Against this backdrop, disaster recovery plans are to be developed and incorporated into SCM policies. Currently, SCM deviations are available and used during disasters; however, during the COVID-19 pandemic, SCM policies became vulnerable, and misuse of these policies took centre stage. Management should take this as an opportunity to develop a disaster recovery plan that is aligned with systems and policies.

The institutions must have systems that are ready to operate should there be a disaster, just like the COVID-19 pandemic. Institutional business processes must incorporate business continuity systems that provide service when needed; cloud computing and any other system are vital for mitigation. Therefore, institutional policies must be updated to accommodate business continuity should a disaster strike.

7.6.4 Collaboration with service delivery/business units

A customer-centric approach, supported by a skilled and motivated workforce, will enable SASSA to effectively address the challenges of the changing environment and improve the well-being of those institutions serve. Sometimes, support services such as SCM should not focus only on technical areas; customer care and how clients are treated are also essential. Management's responsibility is to create a culture of collaboration for a common goal; hence, SCM needs to understand the mandate of SASSA and find a way to support business units in achieving the goals. Limited communication by the SCM unit with internal stakeholders impacts overall institutional effectiveness.

The institution is bound to create confidence in South Africans through efficiencies in its operations; the culture of collaboration with all relevant stakeholders and service delivery business units is essential. This will improve communication, systematically disseminate information to all stakeholders, and ultimately improve services offered to South Africans.

7.6.5 Performance monitoring and evaluation of demand plan

The demand management plan seems to be a network that connects the service delivery programmes with SCM. It caters to all procurement of goods and services for projects to R1 million and above in a financial year. This is the area where the cancellation of bids takes place due to several reasons, as cited in previous chapters. The service delivery programmes allocated budgets to procure goods and services as listed in their operational plans and APP. Therefore, continuous performance monitoring and evaluation is essential to ensure that what is in the APP is achieved. Management is responsible for utilising and implementing the research study findings where appropriate.

It is in the institution's strategy to create a performance-based government institution. Therefore, improving and updating the business processes is vital. The study's view is that the institution must promote professionalism within its human capital and operations so that good practices can prevail. The efficiency in the monitoring and evaluation will ensure that projects and programmes, as reflected in the demand plan are implemented as planned for the institution to excel in implementing its strategic plan targets.

7.6.6 Continuous improvement of supply chain management

Management should create a cultural environment supporting high performance and continuous improvement. This is because SCM is evolving and complex as a discipline; practitioners must be updated with recent information, and registration with professional bodies is also encouraged.

The study found that SCM is the institution's backbone, and its performance is central to the institution's performance as a whole. The continuous improvement in SCM brings the internal and external client's confidence and trust in the institution's business affairs. Such benefits are the cost efficiencies to be realised during the procurement processes and efficiencies in the SCM operations and processes.

7.6.7 Business case empowered by market research conducted

The issue of incorrect specifications or TOR has often been cited as the reason for the cancellation of the bids. During the bid evaluation process, such specifications were impossible to measure and had to be referred back. Against this backdrop, market research by the project manager is essential and should accompany the business case as it is submitted. Institutions such as SASSA employ staff members (agents) in areas of specialisation per the requirements for the positions; later, the institution discovers that the employee's work is not according to the institutional expectations.

It is against this background that the Agency theory argues that both parties might have different understandings of goals, and the principal cannot employ the performance management to the agent as a mitigating strategy, hence a need for a well-developed specification and SLA to monitor.

The benefits of this theme are that it will bring confidence because incorrect, unmeasurable and skewed specifications will be prevented and eradicated. The institution will be obliged to acclimatise itself to the evolving environment in the ICT space, and there is a belief that it will also accelerate service delivery programmes.

7.6.8 Independent person in bid committees

In cementing the challenges raised by the interviewees, the appointment of an independent person, preferably from the internal audit, to form part of the BAC is essential and will bear fruits. This process will also attain the quality assurance needed in the proceeding and

adjudication, and the approving authority will be comfortable with approving such bids where an internal audit as an independent person forms part of the deliberations.

The institution and the AO are responsible for ensuring that bid committees can preside over bid documents and that members maintain quality assurance. Therefore, the benefit is that having an independent person in the bid committees restores trust amongst the members and improves governance.

7.7 Summary and Conclusion

The study found that most of the interviewees (80%) showed signs of frustration when questions were asked about how they felt about the performance, interaction and relationship with the SCM unit. Without pre-conceived conclusions, the questions prepared were poking in the right direction to the extent that interviewees were not only complaining but also providing solutions to the challenges identified. There is one question that most interviewees could not respond to as they were not exposed to the international perspective; instead, the study had to shift the question toward private sector comparison. The study managed to identify the themes during the interview sessions as highlighted above and the proposed solutions that assist the study in coming up with recommendations for the chapter.

The study confirmed that a framework for best practices in SASSA, which aims at improving the current practice, was essential. It is against this background that such a framework, highlighting best practices in the application and implementation of the SCM framework, was developed and recommended. The study believed that the SCM framework will bring about the envisaged improvement in the current SCM practices in SASSA. The following chapter (Chapter 8) presents the summary, recommendations and conclusions resulting from the findings of the study, as well as the proposed framework for best practice in SASSA as an outcome of the study.

CHAPTER 8: FINDINGS, RECOMMENDATIONS, AND CONCLUSION

8.1 Introduction

This is the final chapter of the research study and provides the summary, recommendations, and conclusion. The study was conducted countrywide among members of the senior management service of SASSA. In Chapter 7, the data collected were framed to enable the researcher in Chapter 8 to develop the analysis, recommendations, and conclusion. The study aimed to determine if the supply chain management system implemented in SASSA has a negative effect on service delivery. The chapter gives an account of the summary of all the chapters and affirms the achievement of the research objectives and aim of the study, as well as its value and contribution. In addition, the chapter outlines the research contribution and proposes opportunities for future research.

8.2 Overall findings of the study

8.2.1 Literature findings

Chapter 1 of the thesis introduced an orientation towards the study by providing the background and rationale for the study. The research problem and the primary research question that the study sought to answer were identified. Based on the primary research question, the chapter also provided a set of secondary research questions. In line with these questions, an aim and objectives were developed for the study.

Chapter 2 of the study provided a theoretical exposition and an extensive discussion on SCM in the public sector and service delivery. In this chapter, the study established the relationship between SCM and service delivery, with theories related to SCM and service delivery discussed extensively. The study discovered that proper, effective, and efficient implementation of SCM processes within the prescribed legal framework is critical and central to providing quality and timely services as institutions require. Lack of the proper institutionalisation of supply chain management is a root cause of service delivery challenges, and the two processes cannot operate in silos but must function collectively.

Furthermore, the Resource Dependency Theory (RDT) was used in the study to outline resource dependency, particularly when the cost of providing services is too expensive. Chapter 2 indicated that a lack of required skills in both SCM and technical projects affects and decelerates service delivery and harms the limited resources of an institution. In addition, the chapter showed that institutions must determine their SCM strategy guided by the cost element. The literature review further showed that the TCE and Network Theory, as economic

theories, enhance an institution's understanding of whether it is more appropriate to insource or outsource an activity such as the procurement aspect of supply chain management (Wellenbrock, 2013:3).

A study by Mtsweni et al., (2021:6) found that the advantage of in-house sourcing is that an institution will have a direct and strong customer focus, resolving challenges and providing customised solutions, particularly in the information technology environment. In contrast, Mtsweni et al., (2021: 5) confirm in their study that institutions that outsource services bring the quality of the services delivered to customers because of the management of the SLA. According to Somjai (2017:158), outsourcing brings experts in the field with sophisticated equipment and technical expertise, and they deliver high-standard tasks faster according to the agreed timeframes.

Moreover, the study found that under the agency theory, institutions, as principal agents, appoint service providers to execute functions on their behalf as agents. These arrangements are institutionalized by signing contracts and managed by SLAs as guided by the SCM framework. There is an understanding under the agency theory that institutions cannot deliver some of their services and instead source other capable agents through the SCM framework to deliver the services on behalf of the institutions.

The professionalisation of SCM in government institutions is important because of the nature of the functions in SCM. The introduction of the New Public Management Theory (NPM), focusing on results-based performance management and the efficiency of public institutions, is central to the study. The view of this theory is that public institutions should outsource the provisioning of those services that they cannot deliver. This will lead to the downsizing of public services for the purpose of efficiency and externalising non-core activities to free up finances, personnel, time, and facilities for core activities (Mohammad Reza, 2012:44).

Chapter 3 of the study analysed and compared the SA SCM framework with those of other countries, mainly to confirm any similarities and differences. The study found that there are similarities in the principles of the PPPFA and the Federal Acquisition Regulation (FAR) system for both SA and the USA. For example, FAR 39 allows for modular contracting, enabling one or more service providers to offer services such as ICT and infrastructure. In SA, the National Treasury determines the accreditation of service providers, where participating institutions use closed-bid advertisements to source goods and services from accredited service providers. However, despite the similarities, SA is obliged to address the challenges of the past and issues of historically disadvantaged individuals under the PPPFA. Furthermore, the study found that Canada uses a similar approach to SA's SCM framework. However, the main difference between SA and other countries is that they follow "an

intentional approach”, where bidders are allowed to adjust their submitted bids two weeks before the deadline. In the case of SA, submitted bids are final and may not be altered.

Chapter 4 discussed the legislative and regulatory framework of supply chain management, focusing on national departments. As the supreme law, the Constitution (1996) is central in government procurement, specifically Section 217(1), detailing the procurement objectives of the three spheres of government. The study, in addition, focused on section 76(4) the PFMA, which allows the National Treasury to regulate or issue instructions to all government departments and their entities regarding matters concerning financial and procurement management. The Public Audit Act of 2004 focuses on procurement irregularities in contract awarding for the provision of required services. Furthermore, Chapter 4 extensively discussed the PPPFA as the cornerstone of supply chain management in public institutions. The principles of the 90/10 and 80/20 thresholds for bids and standard bid documents (SBD) were discussed to demonstrate the framework.

The Public Procurement Act (Act 28 of 2024) advances the procurement of goods and services produced in the RSA. The Act focuses on transforming public procurement and prescribes a framework within which preferential procurement must occur. Furthermore, the Act effectively establishes the Procurement Office in the National Treasury.

Moreover, several pieces of legislation relevant to SCM were discussed in Chapter 4 such as the Broad-Based Black Economic Empowerment Act No. 53 of 2003, the Promotion of Equality and the Prevention of Unfair Discrimination Act No.4 of 2000, the Construction Industry Development Board Act No. 38 of 2000 (CIDB), and the Prevention and Combating of Corrupt Activities Act No.12 of 2004. These acts play an important role in the SCM process and are referred to depending on the circumstances, such as procurement for construction projects where the CIDB is a major role player.

The literature also focused on supply chain management in the private sector. Management of the service supply chain was discussed and in particular, the decision-making framework highlighted by Chopra and Meindl (2016:58). The service supply chain management framework covers critical elements such as facility, inventory, transportation, and information, which were found to be relevant and enriching to the study.

The SA public supply chain management framework contains specific elements that form its supply chain management system. These elements, discussed in Chapter 4, include demand, acquisition, logistics, disposal, and performance, assets, and risk management. Ethics, professionalisation, and compliance in supply chain management are important principles that should be adhered to. The study extensively discussed the literature on these aspects as

critical to protecting the relationship between end-users and SCM practitioners and ensuring that services are delivered as expected.

8.2.2 General findings

The study discovered that supply chain management and service delivery are closely connected to the extent that any discrepancies in SCM processes decelerate the delivery of services by SASSA to the public. This connection is due to the service delivery programmes being appointed as cost centres, meaning the institution's budget allocation is apportioned accordingly to administrative services, i.e. Programme 1 and beneficiary transfers, i.e. Programme 2. Budgeted funds are earmarked for specific service delivery projects such as ICT infrastructure, office accommodation lease, integrated community registration outreach program (ICROP), cleaning, and security services. Staff within SASSA have a high demand for the procurement of goods and services, enabling SASSA's programmes to deliver on its mandate. SCM is central to delivering services to the public in a dedicated manner and within the required time.

The study found that the lack of proper skills in SCM and the continuous return of documents from bid committees have strained the relationship between service delivery programmes and the SCM unit. The study further revealed that the inability of SCM practitioners to be customer-centric and their unwelcoming behaviour contribute to the overall challenges in the connection between service delivery and supply chain management. Therefore, the study found that the challenges within the SCM environment, particularly the capacity to deliver as expected, invite the transaction cost economic theory, where institutions can outsource certain services to deliver the required services.

Additionally, the study found that interference by executive managers in the procurement processes raises concerns and demoralizes practitioners in executing their work. The analysis provided in the study indicated that due to high-impact projects in the institution and the budget allocation thereof, executives interfere with directing the procurement process towards their apparent interests. Furthermore, the study discovered that the appointment of SCM committee members, such as regional BECs and regional BACs, is not done to bring quality to the committees but to incapacitate committees to advance nepotism and own interests during the procurement processes.

Furthermore, the study discovered that SASSA is not immune to the inadequate implementation of SCM processes and the resulting irregular expenditure flowing from the non-adherence to prescripts. The study found that, according to the SASSA's Annual Report 2022/23, the irregular expenditure in SASSA is worrying, with opening balances for the

financial years 2021/22 and 2022/23 being R1.1 billion and R0.994 billion, respectively, as indicated in the internal expenditure reconciliation below.

Table 80.1: SASSA irregular expenditure reconciliation

Description	2022 / 2023	2021 / 2022
	R'000	R'000
Opening balance	994 700	1 149 854
Add: Irregular expenditure confirmed	20 815	47 686
Add: Irregular expenditure that relates to 2021/2022 and identified in 2022/2023	00	317
Add: Irregular expenditure condoned	565 978	202 049
Add: Irregular expenditure not condoned and removed	4 203	00
Add: Irregular expenditure recoverable	00	00
Add: Irregular expenditure cleared	19 472	1 108
Add: Irregular expenditure not recovered and written off	00	00
Closing balance	425 862	994 700

Source: SASSA Annual Report, 2022/23.

The findings in the study identified the lack of capacity in SCM processes as the main cause of irregular expenditure at SASSA. The lack of capacity relates to the skill shortages of SCM practitioners in driving and implementing SCM as expected.

8.3 Realization of research questions and objectives

8.3.1 The primary question and the aim of the research study

The primary research question: What is the effect of SCM processes on service delivery programmes in SASSA, achieves the aim of the study, which is to determine whether the way the supply chain is implemented and managed through its applicable SCM policies and legislation decelerates service delivery programmes in SASSA. The aim of the study was to

determine if the supply chain management system decelerate service delivery or have a negative effect on service delivery

The study found that SCM policies of SASSA comply with the directives of the National Treasury as operationalized and implemented by SASSA. However, the main challenge is the capacity of SASSA to meet the expected requirements. Inadequate SCM capacity has resulted in inefficient and reactive SCM processes that negatively affect the critical service delivery managed by programme managers. Furthermore, the study found a disconnection and misalignment between strategic, operational and demand management plans.

Programme managers and cost centres are unable to conduct market research to form part of the business case that will enable the drafting of specifications and evaluation of bids due to a lack of capacity and skills. Without professionalizing SCM by employing competent and skilled personnel and enforcing demand plan management through continuous monitoring and evaluation, service delivery programmes will face challenges and fail to spend the allocated budget within the financial year. A good working relationship between the SCM unit and all service delivery programmes, such as Grant Administration, ICT, Facilities, and Auxiliary Services Branches, must be encouraged.

8.3.2 The research questions and objectives

8.3.2.1 First research question and objective

The study found that, based on resource dependency and transaction cost theories, supply chain management plays a critical role in SASSA's delivery of services. This is confirmed by the findings that the procurement of ICT equipment is central to SASSA's functions, and tedious procurement processes contribute to service delivery challenges, with delays and cancellations of procurement remaining common in SASSA. The two theories seemed to be similar in their nature, where the costs associated with inefficient SCM processes are high and detrimental to the institution (Zehir et al., 2018:162).

The study discovered that inadequate strategies and structures that can eradicate risks exist within SASSA. This is crucial to identify those risks that can affect the supply chain and harm service delivery (Kulkarni et al., 2023:185). Establishing skilled staff in SCM, proper planning, and decision-making (well in advance) will prevent tedious procurement processes. The New Public Management theory underscores the importance of networking and applying the principles of e-government, which is crucial for executing SCM processes. The modern administration must consider the extremely rapid development of technology, new technologies, and digitalisation (Ticu, 2020:6).

Due to technology's critical role in supply chains, institutions should be modernised and leverage the current environmental changes, in which technology is central to achieve efficiencies. The automation and digitisation of business processes is therefore important. The recent COVID-19 disaster illustrated that SASSA was unprepared to deal with such a pandemic. The New Public Management Theory ignites technological innovations and changes in the service delivery environment (Ticu, 2020:6).

In line with the Agency Theory, SASSA shares the same objectives and relationship as an agent with a principle: to ensure payment of grants to beneficiaries on behalf of the government as the principal. However, from another angle, SASSA can be viewed as the principal when the Post Office and, subsequently, the Post Bank were contracted through the SCM processes to distribute cash to the cash points of SASSA. This action refers to the common objective: to pay social grants on time and to the right beneficiary in rural areas where payment infrastructure is lacking (Beal Partyka, 2022:178).

Several correspondences, such as instructions, practice notes, SCM circulars, and amendments to specific sections of the Acts, are communicated by the National Treasury to national departments and other state organs. However, the efficiency in implementing new changes in SCM prescripts is influenced by the full participation of all stakeholders, particularly programme managers and cost centre managers, in discussions seeking the rationale behind the changes. It can be beneficial to involve programme managers in these correspondences, facilitating input and discussions from officials who implement the SCM policies. The study found that leaving SCM practitioners as the only source of communication for SCM prescripts is ineffective as the management of SASSA plays an essential role in influencing service delivery in the SCM environment.

Although the executive management of SASSA puts effort into unlocking bottlenecks in the procurement space, the study revealed that the executive management also contributes to the challenges of SCM processes not being followed. Executive management showing interest in the procurement environment is a concern and often leads to delays and cancellations of bids which affects service delivery.

Moreover, the discovery in the study was that one of the focus areas of the New Public Management theory is the provisioning of quality service at a reduced cost. However, these objectives can only be attained through acquiring a skilled labour force, particularly in SCM (Stroinska, 2020:19). Therefore, SASSA should invest in recruiting and developing SCM practitioners. It is recommended that SCM be institutionalized and professionalized; this means a demand plan should be compiled and monitored for implementation during the quarterly reviews. The plan and monitoring thereof must form part of the quarterly review

reports, and accountability is necessary. Appointing competent personnel is vital and will ease the challenges SASSA faces with continuous workshops and training.

Even though SASSA is not profit-driven but responsible for providing services to the poorest of the poor, SASSA should, in line with the New Public Management theory, adapt to some private sector-oriented methodologies such as privatisation and outsourcing of procurement services.

8.3.2.2 Second research question and objective

The study found that best practices in the USA fall under acquisition management concerning the Federal Acquisition Regulation (FAR 12), which provided a variety of acquisition methods, such as contracting through negotiations as appropriate for a particular procurement method over and above sealed bidding. This then allows any procurement method as a strategy depending on the nature of the procurement and the service it requires. The FAR 12 is the acquisition of commercial products and services needed and allows such to happen in negotiations as a procurement strategy. The study found that regarding sub-section 12.1 of the FAR 12, the head of the institution must do proper market research before any contract by negotiations can be concluded.

Moreover, the study found that to address the element of fair competition, FAR 34 encourage effective competition by allowing negotiations between two or more service providers in its procurement strategy to determine the lowest price without compromising the quality of services. As part of an acquisition strategy, the programme manager must develop a strategy that will satisfy the institution's needs for approval.

Furthermore, the study found that performance-based acquisition is the preferred method for acquiring services such as information technology specialists and construction in the USA. In addition, the study found that the USA has special requirements for acquiring services such as advice, analysis and report writing. This is done to prevent the risk of the government depending on service providers instead of officials to acquire skills and knowledge during the process.

The study found that Australia's Commonwealth Procurement Rules 2024 shows similarities to the procurement framework of RSA. Australia uses the same procurement methods, open tender and limited tender, for procurements that meet the bid threshold. Conditions in the limited tender process allow for procurement when goods and services can only be supplied by a particular service provider, such as artwork, to protect patents and due to an absence of competition for technical reasons. Furthermore, late submissions are handled differently during the bid processes. The study found that in Australia, in terms of the additional rules of

2024, late submissions of bids must be returned unopened and still sealed to the sender to ensure that they are not evaluated. In contrast, RSA does not return late submission of bids but records such bids separately as late submission of bids, which are not considered in the evaluation process.

8.3.2.3 Third research question and objective

The study found that the Constitution (1996, section 217) prescribes institutions such as SASSA to have a procurement policy that will advance the requirement of preferential procurement when procuring goods and services. Furthermore, such procurement of goods and services must follow a fair, equitable, transparent, competitive and cost-effective system.

Moreover, the study found that the PFMA (paragraph 76 (4)) empowers the National Treasury to issue instructions, practice notes and regulations that will determine an SCM framework that will incorporate an appropriate procurement system which is fair, equitable, transparent, competitive and cost-effective. In addition, Section 51 of the PFMA instructs institutions such as SASSA as a public entity to maintain a procurement system that complies with the fairness, equitable, transparent, competitive and cost-effective principles outlined in the Constitution.

The study found that the Preferential Procurement Policy Framework Act (2000) addresses the issue of preferential procurement as a redress of the past. A preferential points system is used to favour previously disadvantaged individuals.

The study found that SASSA uses the SCM framework prescribed by the National Treasury and has an SCM policy and delegations according to the requirements of the PFMA. As a SASSA SCM framework, these SCM delegations provide the CFO with the authority to appoint the SCM technical committee.

Furthermore, the study found that SASSA's SCM framework allows the CFO to approve the institution's annual procurement plan in line with the demand management plan and budgeted projects. The approved annual procurement plan will be submitted to the National Treasury as required.

The study ascertained that SASSA's SCM framework gives, through delegations to different levels of management, the authority to recommend or approve certain functions in the procurement processes. It further allows the General Managers, CFO, REMs and CEO authority to appoint bid committees such as specification, evaluation and adjudication committees. These SCM policies of SASSA are incorporated into SCM delegations as a single document for all the procurement issues. The CEO approves these delegations and gives effect to the PFMA and National Treasury regulations, procurement instructions and practice

notes to ensure that SASSA's SCM framework does not contradict National Treasury directives.

8.3.2.4 Fourth research question and objective

The study determined that the manual SCM processes in the institution harm the performance of SASSA. The manual processes' inability to prevent unethical activities becomes a major challenge and serves as a barrier to introducing ethical processes. Therefore, the study recommends that the institution automate and digitise the supply chain management's operational processes. In addition, digitisation and automation of the supply chain management business processes will address numerous challenges, such as risk management and disaster recovery, should the institution find itself in a disaster situation.

Furthermore, there is a limitation in the capacity of the supply chain management practitioners. The professionalisation, capacity building and sourcing of qualified practitioners will benefit the institutional capacity to overcome barriers and increase performance. The study found that supply chain management is an evolving discipline and practice with several changes and procurement instructions issued annually by the National Treasury. Institutions must continuously improve and provide training and development to address these ever-changing SCM processes. Moreover, building capacity in the SCM unit should be achieved in collaboration with other service delivery units or branches. The relationship between the SCM unit and service delivery branches/units is essential for the institution to deliver community services.

The study discovered that business units in the institution are not empowered and lack the capacity to develop accurate business cases. The lack of market research is a challenge, so the bid committees cannot finalise projects. The study recommended capacity building and development in the branches that are big purchasers of information technology, grant administration, and corporate services. Additionally, the study discovered that this capacity building will assist the institution in the challenges experienced with cancelled bids due to a lack of proper information to evaluate bids.

Furthermore, the study discovered that many cancelled bids are due to the absence of independent members in the bid committees who can review bid documents objectively. Such members can grant committees assurance that processes are followed with integrity, other than bid committees consisting only of members from internal management who sometimes lack trust in each other.

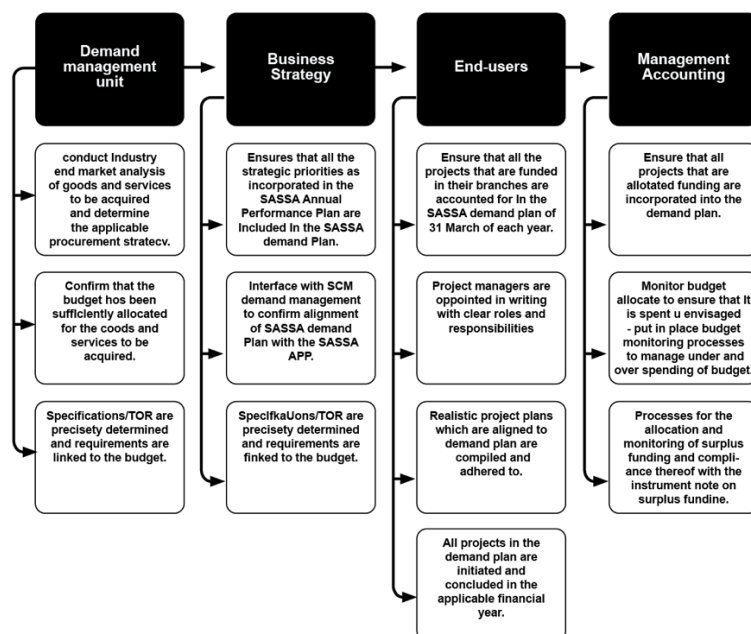
The study learned that bid cancellations often result from different committee members adjudicating the same document. For instance, bids are submitted to a committee for

adjudication but sometimes referred back for alterations. However, at the committee's next meeting, there are different members present as at the previous meeting. This is because alternate members are appointed as a pool of members in the BAC who can serve on committees. This results in a lack of continuation in evaluating and adjudicating bids. The study also revealed a high rate of errors and omissions in bid submission documents, resulting in delays in the finalization of SCM processes or bid cancellation as submissions move to and from committees. Additionally, in these delays and cancellations, there is a lack of accountability even to the repeated actions and non-cooperation by end users with BACs.

The study noted that critical role players are essential in ensuring a good working relationship and integration of SCM activities in implementing service delivery programmes at SASSA. The SCM Demand Management Unit, Business Strategy, Management Accounting, and End-user Programme Managers are vital stakeholders in developing, managing, and implementing the demand plan.

Furthermore, these stakeholders are essential to successfully implementing projects linked to the SASSA APP, and their roles and responsibilities are summarized in Figure 8.1 below.

Figure 80.112: Key stakeholders in the demand management plan



Source: Researcher's own design.

8.3.2.5 Fifth research question and objective

The study identified important aspects that should be incorporated into the SCM framework to improve the efficiencies and ultimately improve services delivered to the public. The following are some of the elements that should be considered.

Independent persons must be appointed on bid committees to ensure that quality assurance in the adjudication process is significant and gives confidence to the process. The appointment of these members to the bid committees will give confidence and assurance to all members about the committee's integrity and its discussions and recommendations. The preference is the appointment of officials from the internal auditing or legal services environment.

Probity audits to pre-audit finalised bids before approval by the approving authority must be incorporated into the institution's SCM framework and delegations to procure service contracts. These service contracts will include services such as cleaning, information and technology contracts, security services and payment of social grants.

Provinces in South Africa differ in their geographical composition regarding land area and population. Some provinces, such as the Northern Cape, have a low population density, whilst Gauteng is a high population density province. Provinces also differ in terms of resources and human capital suppliers. The study discovered that local businesses are empowered by procuring local goods and services from service providers within municipalities, districts, and provinces. The study further discovered that in the Kwa-Zulu Natal province, the provincial treasury had created a compulsory registration of provincial service providers into the SCM database to stimulate and promote the local economy in a targeted and focused manner (KZN Provincial Treasury SCM Policy). Additionally, the study found that several municipalities, such as Mogalakwena and Raynkonyeni, have incorporated local economy in their SCM policies and followed the same approach as actioned by the KZN provincial treasury, where the focus is on the local, district and provincial economic development.

8.4 Research recommendations

Recommendation 1: Digitisation of supply chain management business processes

The study recommended that SASSA implement a comprehensive, robust, and integrated information management system that covers the entire supply chain management process (SCMP). The system should cover the start-to-end process from needs analysis, demand management plan, procurement strategy, sourcing procurement to distribution of goods and services, and, lastly, signing of goods received voucher (GRV) by the end-user.

Technology should be utilized for real-time tracking of resources, inventory, and service delivery, enhancing transparency and accountability. In addition to this recommendation, artificial intelligence should be used for functions that do not need intense interaction and reasoning.

The study found that to manage long processes in SCM, a system should be built to automate processes, with notifications or alerts as part of the control measures to track turnaround time for each stage. This will enforce performance management in SCM, where the system will issue reports indicating the age analysis of each transaction.

The study recommends effectively utilising the Oracle computer-based system to assist leave management. Parameters in the system must be created where management gives instructions to the system to prevent unplanned staff leave. Rules should be agreed upon to avoid a backlog of leave where SCM officials choose to take leave during critical periods when they are needed to perform certain activities at critical times. The Oracle system should be updated to include a control measure that deactivates leave requests during critical periods in SCM unless overridden by the CFO and General Manager of Finance at the head office and the provinces ,respectively.

Recommendation 2: Training and development in supply chain management

The study recommends that SASSA provide regular training for SCM staff involved in supply chain management, focusing on best practices, modern methodologies, and the use of technology. SASSA should collaborate with educational institutions or industry experts to develop customized training programs for SASSA personnel.

Supply chain management and logistics certifications should be required to recruit staff for the SCM component, while financial accounting is recommended. The study recommended the creation of an environment in which services can be delivered; workshops such as SCM customer service, enterprise risk management and social security are important to facilitate a professional relationship with internal clients. The study noticed that SASSA is a significant procurer of goods and services; therefore, the SCM unit should be capacitated to perform its functions. This refers to the number of officials, knowledge and skills, and availability during critical times. SCM capacity involves appointing sufficient skilled personnel with relevant qualifications who are registered with professional bodies, enabling them to execute the required functions.

Recommendation 3: Risk management in supply chain management

The study recommended that SASSA develop a comprehensive risk management strategy to identify and mitigate potential supply chain and service delivery risks. Contingency plans should be in place to address disruptions, ensuring the business continuity of services even in challenging situations.

The disaster recovery plan should follow National Treasury requirements, thus complying with the SCM policies and procedures, and be ready to outline the steps to follow should there be a disaster, as was the case with the COVID-19 pandemic.

Therefore, a policy for disaster recovery should be readily available to be used in crises with clear SOPs. This policy should have passed the test of time through internal audit and confirmed compliance with applicable SCM legislation.

Recommendation 4: Cooperation and collaboration between the supply chain management unit and business units

The study recommended that the SCM unit foster collaboration with relevant business units and programme managers to leverage their expertise and resources in improving supply chain management and service delivery. Establishing partnerships with internal clients, particularly business units directly linked to service delivery programmes, enhances procurement efficiency and support of critical business units.

Monthly progress reports issued by the SCM unit in response to the demand management plan will assist in building trust and confidence with the internal client. Additionally, SASSA should adopt a customer-centric approach by gathering feedback from internal clients and incorporating input into decision-making processes to improve SCM business processes. Finally, technology like the Oracle system and other applications should enhance communication and engagement with internal clients.

Recommendation 5: Performance monitoring and Evaluation of the demand management plan

The study recommends that SASSA implement Key Performance Indicators (KPIs) to monitor and evaluate the Demand Plan's supply chain management performance (SCMP). Furthermore, SASSA should regularly assess and review the effectiveness of implemented measures, making data-driven decisions for continuous improvement. In the demand management process (the first element of SCM), it must be ensured that the resources

required to fulfil the needs identified in the SASSA strategic plan are delivered to the users' satisfaction. This includes analysing and consolidating such needs into a SASSA demand plan and conducting market research for the correct procurement strategy. Furthermore, the study recommends that SASSA institutionalise SCM processes in its operations and strategic planning. This means that during plenary sessions of strategic or operational business plans, demand management needs to be compiled with clear indications of the requirements of the procurement processes and strategies. The project implementation plans must be compiled with clear timeframes and managed through the project management office (PMO). Monthly monitoring of projects by the PMO should be incorporated into the institutions' governance structures.

Recommendation 6: Continuous improvement in the supply chain management unit

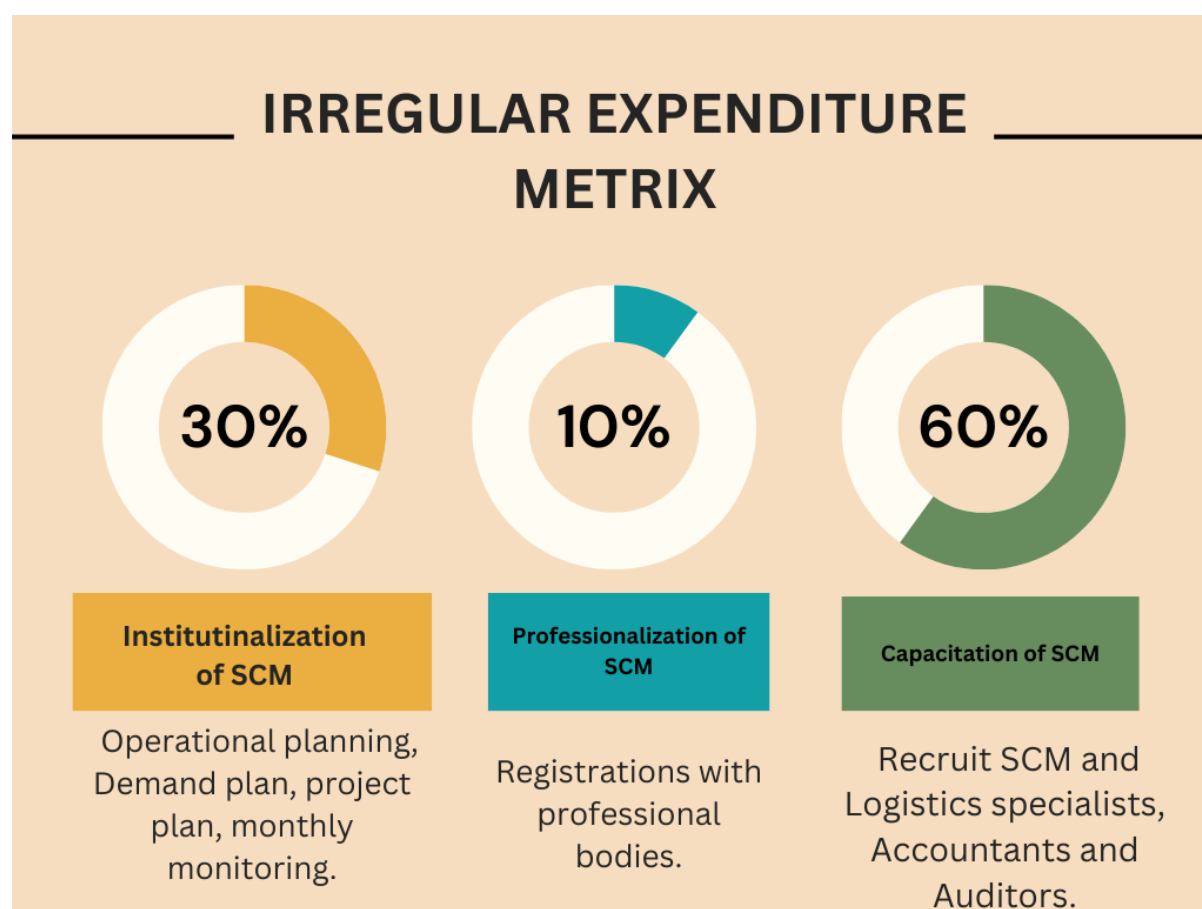
To keep abreast of challenges and changing demands, SASSA should establish a culture of continuous improvement within the SCM environment, encouraging staff to identify and implement innovative solutions to enhance service delivery. Furthermore, SASSA should ensure that reviews and audits are conducted regularly to identify areas for improvement and implement corrective measures.

Additionally, SCM practitioners must register with professional bodies to enable their functions to be improved. Continuous improvement in the SCM unit through interventions like workshops, re-skilling, retraining, and strict requirements on recruitment will aid in preventing any risk of irregular, fruitless, and wasteful expenditure, as highlighted in Chapter 1 under the problem statement. The study found that SASSA's application of the SCM system, specifically the non-adherence to prescripts, is the leading cause of irregular, fruitless, and wasteful expenditure at SASSA, impacting service delivery. To address the skills challenges in SCM, the study recommends that SASSA professionalise the SCM unit by employing SCM specialists registered with professional bodies such as the Chartered Institute of Procurement and Supply (CIPS) and other public institutions relevant to SCM. SASSA is a government agency; hence, its accounting system is based on an accrual accounting system. Therefore, it should recruit SCM and accounting staff with skills in SCM and logistics, accounting, and auditing.

The chart below summarises the solution metrics recommended by the study to address irregular expenditure. This chart, reflected in Figure 8.2, indicates that the study's findings show that 30% of the irregular expenditure can be ascribed to SCM not being institutionalised and not part of a plenary document indicating SCM strategies to be followed when demand management plans are developed. A further 10% is due to a lack of professionalisation in

SCM, and 60% is due to a lack of capacity. In recruiting new staff members, SASSA should target specialists registered with professional bodies relevant to their areas of specialisation.

Figure 80.213: Irregular expenditure solution metrix



Source: Researcher's own design.

Furthermore, because SASSA has staff members in SCM and finance units, re-skilling, repurposing, and aligning staff with their functions is essential whilst encouraging staff to register with professional bodies through SASSA. Any intervention process aimed at improvements will only be successful if institutionalisation is prioritised, focusing on gathering capacity and specialists, re-skilling, and repurposing staff in areas of responsibility.

Recommendation 7: Market research to improve bid specifications or terms of reference

The study recommended that SASSA should urge project managers to conduct market research detailing proper TOR or specifications to enable the evaluation of bids to proceed without challenges. This process will assist with cost estimation for resource allocations in the

business case. Additionally, market research will direct project managers to appropriate time estimates, potential risks, and opportunities to complete projects.

As project managers, the end-users must have specialised knowledge in their area of responsibility. It is essential to be updated with new developments, as an evolving environment surrounds it; market research empowers one with knowledge of new developments. Benchmarking can serve as an aid to keep the institution updated with new information or risk management if those who started with the project can share their experiences regarding specific projects.

Program managers should provide a researched document about their TOR. This will make it easier for specifications to be drafted and for evaluations to proceed without rejection. These managers must conduct market research on their activities so that specifications can indicate the correct item description, size, and measurement. This will also cover new products, particularly in the ICT environment where rapid changes are common.

Recommendation 8: Peer-to-peer in bid committees for quality assurance

The study recommended that SASSA appoint independent persons to serve on bid committees, preferably with an internal audit background. This should be done at the commencement of the bid process for project-related procurement. In the regional (provincial) bid committees, SASSA can appoint someone from another province unfamiliar with the province's dynamics to participate in the bid processes.

This strategy will benefit the institution, considering the high rate of bid cancellations due to human error, conflict of interest, inadequate or unmeasurable specifications, and lack of professionalism. The recommended person's independence will bring confidence and assurance to the decision-making process for the approving authority to conclude the transaction.

Recommendation 9: Permanent and non-alternate BAC members

It is common practice in SASSA that members who serve on the BAC are appointed either as permanent members or alternate members for 24 months. The strategy is to ensure business continuity, with committee members constituted as per the meeting schedule and during emergencies that arise. The alternate members are there to fill positions should there be a shortage of members to constitute a quorum. However, this strategy is failing because the same members who deliberated on bids when they were returned for corrections are often not the same members to adjudicate when responding to the corrections. Instead, bids are

cancelled and returned by the BAC to end-user's multiple times for corrections. Therefore, the study recommends that only permanent members serve on the BAC. This will ensure that the same committee members who returned a bid should consider the bid again when it is returned.

Recommendation 10: Consideration of an institutional culture

The study discovered concerns about the behaviour of SCM practitioners in the institution. The lack of customer care and understanding of the operations of SASSA makes it possible for the SCM unit to disservice or provide unsatisfactory services to internal customers. The recommendation urges the institution, staff, and SCM practitioners to understand and respect the institutional culture and values. Furthermore, the recommendation encourages activities embarked on by the institution to foster a culture that supports continuous improvement and innovation. According to the Annual Report for the 2022/23 financial year, the SASSA values state that officials must show a level of sympathy and concern for all stakeholders and beneficiaries and show due regard for the rights and obligations of others. Furthermore, they must be honest, accountable, reliable, and highly moral when executing functions. Showing respect, i.e., due regard for the rights and obligations of others is one of the core values of SASSA.

Recommendation 11: Improved service delivery and enhanced efficiency

The study recommended that SASSA reengineer processes in the operations of SCM to enable warning indicators to flag stagnant processes at each stage. Immediately after requests pass the pre-audit tests, each step of the process must be able to measure turnaround time until the finalization of the order. Between each step, warning indicators should alert management or supervisors to intervene if a transaction is approaching the end of the time limit. The end user must be able to receive progress updates at each step until the order is issued to both the service provider and the end user. This recommendation seeks to significantly streamline operations, reduce redundancy, and optimise resource utilisation in SCM. Furthermore, end-users and programme managers should experience faster and more reliable services by implementing automated systems and improved workflows.

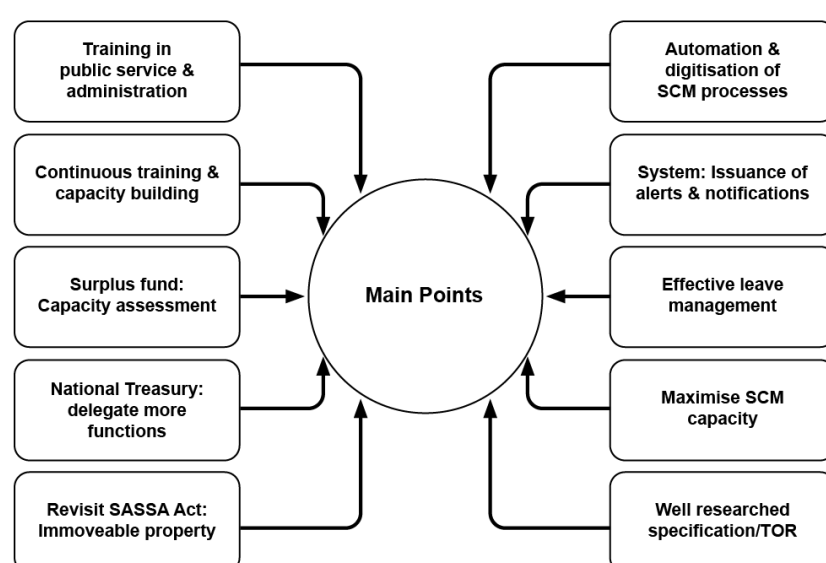
To meet the requirements of their position of employment, SCM practitioners must be trained intensively in areas of public services and administration to build capacity where needed. This training will provide a broader view of public service, discussing the mandate of government departments, the responsibility of government in social services, and the expected behaviour

of public officials. The values and principles governing public administration apply in every sphere of government. Training should, therefore, focus on institutionalising the public sector as a profession rooted in ethical behaviour backed by the Batho Pele principles in the African humanism philosophy (Ubuntu/Botho).

The study recommends that SASSA amend the South African Social Security Agency Act No.9 of 2004 to allow for the procurement of specific items like office accommodation instead of through the DPW, which experiences its own challenges. Although Section 12 of the South African Social Security Agency Act No.9 of 2004 already allows the CEO to deal with immovable property; however, it does not give full authority to finalise the procurement of the immovable property unless the Executive authority is in concurrence.

The study recommends that the National Treasury should delegate more responsibility to accounting authorities and officers. SCM deviations are part of SCM processes and should be used to relieve or unlock challenging resources. In low-density provinces like the Northern Cape, suppliers of specialised items are limited, and sourcing suppliers from other provinces like Gauteng is costly and does not favour SASSA. Therefore, with the limited number of service providers, opportunities should be directed at those service providers to enhance their businesses, such as security services and cleaning services for SASSA offices in the province. This can be achieved if the National Treasury delegates some functions, such as deviations, to the AOs and authorities in those rural provinces to enable them to procure within the provinces.

Figure 80.314: The summary of the recommendations



Source: Researcher's own design.

8.5 Research Contribution

8.5.1 Contribution to the literature

The study brings new knowledge through new literature and empirical findings of the effect of supply chain management on service delivery in public institutions, which can be used as a source for future reference studies or academic research. The study contributes to the body of knowledge regarding the role of supply chain management in delivering services or institution service delivery programmes.

8.5.2 Theoretical contribution

The study proposes a theoretical SCM implementation framework that identifies activities impacting effective and efficient supply chain management practices and service delivery. The contribution of TCE theory in the study is that the institution's decisions to procure should be based on business capacity, and the institution should either choose to make, establish or purchase products, also referred to as insource or outsource services. Where the capacity is limited, institutions should outsource the service whilst building the capacity for the future takeover.

The inter-institutional service delivery and policy implementation tradition reveals that, as a contribution to the study, institutions do not exist in isolation, and for their processes to run smoothly, they need partners such as the Department of Home Affairs, Health and others for completeness in the business processes. Therefore, networks emerge as institutions that depend on other resources for survival and must constantly interact with them via a signed memorandum of understanding, which completes the network theory's characteristics.

The RDT outlines the contributions in the study where institutions benefit through strategic partnerships. It encourages institutions to work together and depend on one another for the strength and trust in the relationship. This theory has similarities with the network theory because it encourages stakeholder engagement for access to resources for each institution to achieve its objectives.

NPM theory outlines good governance in civil services, whereby downsizing the civil service is the way to go, and it will introduce NPM in institutions through professionalisation, digitisation, and automation of government business.

8.5.3 Practical contribution to the South African Social Security Agency

The study proposes a set of recommendations on supply chain management that, if implemented, will contribute to improved service delivery by SASSA.

8.5.4 Contribution to South African citizens

SASSA provides a critical function in paying social benefits (grants) to the poorest of the poor. This is an important segment of the SA population, including the elderly, unemployed and disabled. The studies' contribution to SA lies in the recommendations that can improve the supply chain management system and enable the institution to improve its core function. Doing so will have a cascading effect on a big part of the population.

8.6 Conclusion

The government is responsible for providing services, including social security, to needy citizens who cannot provide for themselves. Through SASSA, the DSD is mandated to pay social grants to deserving individuals as part of social security. This mandate is vast and carries significant responsibility because beneficiaries are mostly vulnerable individuals such as older people, people with disabilities, and children. Its scope includes other SRD, such as SRD R370 grants for unemployed people, school uniforms for needy pupils, and disaster relief.

Therefore, efficiency in SCM processes is essential and must not impede service delivery programmes because delays or failures negatively affect the people requiring SASSA services. The continuous cancellation of bids due to inadequate specifications, management of personal interests, and a lack of skilled SCM practitioners, ultimately leading to services not being implemented timely, must be addressed if management is willing to use the research study for the benefit of SASSA.

Management should promote a culture of innovation and continuous improvement due to the evolving environment to sustain a good experience for all internal stakeholders to the institution's benefit. The phenomenon of a peer-to-peer review or an independent person in the BAC became the epitome of the discussion and is asserted as a solution that can eradicate challenges in the SCM environment. Management is responsible for analysing the findings and using them to develop a framework that effectively and efficiently smoothens the processes in the institution.

Against this backdrop, the study attained its aim to determine whether the supply chain is implemented and managed through applicable SCM policies and legislation, decelerating

service delivery programmes in SASSA. In Chapter 7, the findings justify several challenges highlighted by the interviewees, and the observation assessment revealed the frustrations and dissatisfaction with the SCM unit.

The purpose of the research study was to propose a solution or framework that can assist in smoothing the SCM process, ultimately accelerating service delivery within the ambit of the law. The study found that the challenges identified are internal, within institutional reach, and manageable; however, they need management's capability to make decisions to implement corrective measures. Given the study's problem statement, as highlighted in Chapter 1, the empirical research identified the root causes and devised strategies to address those challenges.

REFERENCES

- Abdallah, Z.S., Du, L. and Webb, G.I. 2017. Data Preparation. In C. Sammut & G.I. Webb (Eds.), *Encyclopedia of Machine Learning and Data Mining*. Cham: Springer.
- Abdeen F.N. and Sandanayake Y.G. 2018. *Facilities Management Supply Chain: Functions, Flows and Relationship*. 28th International Conference on Flexible Automation and Intelligent Manufacturing (FAIM2018), June 11-14, 2018, Columbus, OH, USA. pp 1104-1111.
- Abdullahi, M. and Sallau, A.S. 2019. Benefits and Challenges of Outsourcing on Service Delivery: Lessons for Nigerian Public Institutions. *University of Port Harcourt Journal of Management*, 4(4), pp.26-31.
- Abell, T., Husar, A. and May-Ann, L. 2021. Cloud computing as a key enabler for digital government across Asia and the Pacific. *ADB Sustainable Development Working Paper Series*, No. 177. [online] Available at: <https://library.sprep.org/sites/default/files/2021-07/cloud-computing-asia-pacific.pdf> [accessed 20/12/2024].
- Abigail, D. 2019. Supplier Selection Strategy of a Business Institution. *Texila International Journal of Management*, (Special Ed.), Art. 027.
- Abushoke, A. and Khanum, A. 2020. *External Requirements and Internal Enablers in the Responsive Supply Chain Management - A Case Study of Nike's Responsive Supply Chain* (Master thesis). Jönköping University.
- Access Partnership. 2018. *Public Procurement and Cloud Service Providers in the United Kingdom*. Available at: <https://accesspartnership.com/public-procurement-and-cloud-service-providers-in-the-united-kingdom/> [accessed 20/12/2024].
- Adom, D., Hussain, E.K. and Joe, A.A. 2018. Theoretical and conceptual framework: Mandatory ingredients theoretical and conceptual framework: Mandatory ingredients engineering. *International Journal of Scientific Research*, 7(1), pp.93-98.
- Ahmad, S., Wasim, S., Irfan, S., Gogoi, S., Srivastava, A. and Farheen, Z. 2019. Qualitative v/s. quantitative research- a summarized review. *J. Evid. Based Med. Health.*, 6(43), pp.2828-2832.
- Ahmed, A. 2008. *Ontological, Epistemological and Methodological Assumptions: Qualitative Versus Quantitative* (Doctoral dissertation). University of Exeter.
- Ahuja, T.S. and Ngai, Y. 2019. *Shifting the dial in procurement*. [online] Available at: <https://www.mckinsey.com/business-functions/operations/our-insights/shifting-the-dial-in-procurement> [accessed 20/12/2024].

- Al Balushi, K. 2016. The use of online semi-structured interviews in interpretive research. *International Journal of Science and Research (IJSR)*, 57(4), pp.2319-7064.
- Al Kindy, A.M.Z., Shah, I.M. and Jusoh, A. 2016. Consideration and Methodological Approaches in Studying Transformational Leadership Impact on Work Performance Behaviors. *International Journal of Advanced Research*, 4(1), pp.889-907.
- Al-Fawaeer, M., Alhunity, S. and Al-Onizat, H. 2013. The Impact of Information Technology in Enhancing Supply Chain Performance: An Applied Study on the Textile Companies in Jordan. *Research Journal of Finance and Accounting*, 4(8), 2013. pp.104-111.
- Ali, N.I., Fotovat, S., Isoldi, F., McGann, N., Sahaydachny, S. and Langburd, N. 2015. *Emergency Procurement for Recovery and Reconstruction. A toolkit for the delivery of goods, services and construction in situations of urgent need and capacity constraints*. Geneva: World Bank.
- Ali, S., Abdul Razak, N.A., Hasan-Basri, B. and Ali, H. 2023. A gendered multigroup analysis of teachers' in-role and extra-role performance: the effect of time pressure during COVID-19. *Kybernetes*, 53(11), pp.4359-4380.
- Ali, S.I. and Awuor, E. 2024. Procurement Planning Process and Organisation Performance in the Energy Sector in Kenya: A Case Study of Geothermal Development Company. *International Journal of Innovative Science and Research Technology*, 9(11), pp.673-684.
- Ambe, I.M. 2010. Agile supply chain: Strategy for competitive advantage. *Journal of Global Strategic Management*, 1(1), pp.5-17.
- Ambe, I.M. 2012. The perspectives of supply chain management in the public sector. *Journal of Contemporary Management*, 9, pp.132-149.
- Ambe, I.M. 2016. Public procurement trends and developments in South Africa. *Research Journal of Business and Management*, 3(4), pp.277-290.
- Ambe, I.M. and Badenhorst-Weiss, J.A. 2012. Supply chain management challenges in the South African public sector. *African Journal of Business Management*, 6(44), pp.11003-11014.
- Ambe, I.M., 2009. An exploration of supply chain management practices in the central district municipality. *Educational Research and Review*, 4(9), pp.427-435.
- Ambe, I.M., Setino, R. and Jonathan, E.C. 2023. The impact of human capital on supply chain management performance in State-owned Enterprises in Gauteng, South Africa. *Journal of Contemporary Management*, 20(1), pp.270-294.
- Ambrose, M.L., Arnaud, A. and Schminke, M. 2008. Individual moral development and ethical climate: The influence of person- institution fit on job attitudes. *Journal of Business Ethics*, 77,

pp 323333. Amukanga, M. 2018. Factors Influencing Supply Chain Management Performance Among Sugar Companies in Kakamega County, A Case Study of Mumias Sugar Company. *IOSR Journal of Business and Management*, 6(1), pp.89-95.

Anane, A. Adoma, V. and Awuah, G. 2019. The Effect of Procurement Practices on Service Delivery: A Case Study of VRA, Ghana. *Asian Journal of Economics, Business and Accounting*, 13(1), pp.1-23. Ansari, M.R., Rahim, K., Bhoje, R. and Bhosale, S. 2022. A study on research design and its types. *International Research Journal of Engineering and Technology (IRJET)*, 9(7), pp.1132-1135.

Ananti, M.O. and Dike, E.E., 2019. Time management: an antidote for efficient service delivery in public organisations in Nigeria. a study of Anambra State Local Government. *African Research Review*, 13(3), pp.69-79.

Andersson, M., Boateng, K., and Pro Abos. 2024. Validity and Reliability: The extent to which your research findings are accurate and consistent. pp 1-7.

Anthony, A. 2018. The use of e-procurement in South African public procurement law: Challenges and prospects. *Law, Democracy & Development*, 22(1), pp.39-47.

Apostolova, B.Z., Kroon, M.J., Richter, M. and Zimmer, I.M. 2015. *Strategic purchasing: A Global perspective* (Global Ed.). Groningen: University of Groningen.

Appiagyei, A.A., Ayarkwa, J. & Agyekum, K. 2016. Environmental Considerations in Procurement Decisions: A Literature Review. *Sustainability in Environment*, Vol. 1, No. 1, 2016. Pp 136.

Apuke, O.D. 2017. Quantitative Research Methods: A Synopsis Approach. *Arabian Journal of Business and Management Review (Kuwait Chapter)*, 6(10), pp.40-47.

Asiamah, N., Mensah, H.K. and & Oteng-Abayie, E. 2017. General, Target, and Accessible Population: Demystifying the Concepts for Effective Sampling. *The Qualitative Report*, 22(6), pp.1607-1621.

Asian Development Bank (ADB). 2013. *e-Government Procurement Handbook*. Mandaluyong City, Philippines: Asian Development Bank.

Asnordin, N.A., Sundram, V.P.K. and Noranee, S. 2020. The Influence of Professional Human Resource and Firm Infrastructure towards Supply Chain Performance. *International Journal of Academic Research in Business and Social Sciences*, 10(12), pp.718-732.

Astuty, W., Pasaribu, F., Rahayu, S. and Habibie, A. 2021. The influence of environmental uncertainty, organisational structure and distribution network competence on the quality of

supply chain management information systems. *Uncertain Supply Chain Management*, 9(1), pp.116-124.

Auditor-General of South Africa (AGSA). 2017/18. *PFMA: Consolidated audit outcomes of national and provincial governments*. Pretoria: Government Printer.

Auditor-General of South Africa (AGSA). 2020. *Public Financial Management Act reports*. Pretoria: Government Printer.

Auditor-General of South Africa (AGSA). 2022. *Material irregularities in national and provincial government*. Pretoria: Government Printer.

Auditor-General South Africa. 2018-19. *Citizens Report. PFMA 2018-19*. [online] Available at: <https://www.agsa.co.za/Portals/0/Reports/PFMA/201819/GR/PFMA%202018-19%20Citizen%20Report.pdf> [accessed 20/01/2025].

Awara, N.F., Udoh, E.G. and Anyadighibe, J.A. 2018. Information technology tools and supply chain performance of online retailers in Calabar Metropolis, Cross River State, Nigeria. *Global Journal of Social Sciences*, 17, pp.55-67.

Ayam, O.C., and Nweke, I.M. 2018. Effect of Human Capital Management on Institutional Efficiency. *International Journal of Research and Innovation in Social Science (IJRISS)*, 2(5), pp.178-133.

Baki, R. 2019. The Impact of Information Technologies and Top Management Support on Supply Chain Performance: An Empirical Approach for Turkey. *European Journal of Science and Technology*, (17), pp.916-926.

Balaji, M., Dinesh, S. and Parthiban, V. 2018. Applying balanced scorecards to supply chain performance. *Industrial & Systems Engineering at Work Magazine*, 50(11), pp.42-47.

Barve, A., 2011. Impact of supply chains agility on customer satisfaction. *2010 International Conference on e-Business, Management and Economics, IPEDR*, 3, pp.325-329.

Basheka, B. 2004. *Procurement Planning and Local Governance in Uganda: A Factor Analysis Approach*. Uganda: Uganda Management Institute.

Batjargal, T. and Zhang, M. 2021. Review of key challenges in public-private partnership implementation. *Journal of Infrastructure, Policy and Development*, 5(2), p.1378. DOI:10.24294/jipd.v5i2.1378.

Beal Partyka, R., 2022. Supply chain management: an integrative review from the agency theory perspective. *Revista de Gestao*, 29(2), pp.175-198.

- Bedi, H.S. and Puri, G. 2019. Environment uncertainty-business performance relationship: mediating effect of entrepreneurial orientation. *International Journal of Recent Technology and Engineering*, 8(4), pp.3816-3820.
- Bhandari, P. 2020. *Population vs. Sample | Definitions, Differences & Examples*. [online] Available at: <https://www.scribbr.com/methodology/population-vs-sample/> [accessed 15/12/2024].
- Bhardwaj, P. 2019. Types of sampling in research. *Journal of Primary Care Specialties*, 5(3), pp.157-163.
- Bhasin, H. 2019. *Descriptive Research. Definition, Types, Methods & Examples*. [online] Available at: <https://www.scribbr.com/methodology/descriptive-research/> [15/12/2024].
- Bhatnagar, S. 2014. *Public Service Delivery: Role of Information and Communication Technology in Improving Governance and Development Impact. Working Paper 391*. Manila, Philippines: Asian Development Bank.
- Bhawna, G. and Gobind, N.A. 2015. Research methodology and approaches. *IOSR Journal of Research & Method in Education*, 5(3), pp.48-51.
- Bienhaus, F. and Haddud, A. 2018. Procurement 4.0: factors influencing the digitisation of procurement and supply chains. *Business Process Management Journal*, 24(4), pp.965-984.
- Biljohn, M.I.M., Lues. L., 2020, 'Doing it together: How co-production underpins the use of social innovation during service delivery', *Africa's Public Service Delivery and Performance Review* 8(1), a411. <https://doi.org/10.4102/apsdpr.v8i1.411>
- Biwott, S.K., Bogonko, J. and Kibet, Y. 2017. Effects of strategic procurement planning on utilization of county development funds at Uasin Gishu County Government. *IOSR Journal of Business and Management (IOSR-JBM)*, 19(12), pp.29-35.
- Black Sash. 2022. *Annual Report, 2022*. [online]. Available at: <https://www.blacksash.org.za/wp-content/uploads/2023/12/Black-Sash-2022-Annual-Report.pdf> [accessed 15 December 2024].
- Blažo, O. and Kováčiková, H. 2019. Right for Equal Opportunity for Fair Public Contract? *Human Rights in Public Procurement*, 24(2), pp.135-144.
- Blindenbach-Driessen, F. 2015. The (In) Effectiveness of Cross-Functional Innovation Teams: The Moderating Role of Institutional Context. *IEEE Transactions on Engineering Management*, 62(1), pp.29-38.

- Bojang, M.B., 2020. Beyond new public management paradigm: The public value paradigm and its implications for public sector managers. *Journal of Public Value and Administrative Insight*, 3(2), pp.1-10.
- Boothroyd, R.A. 2018. *Process and Outcome Evaluation Approaches* (PowerPoint Presentation). [online] Available at: <https://www.usf.edu/cbcs/mhlp/tac/documents/florida-main/cjmhsa-tac-presentations/boothroyd-process-outcome-evaluation> [accessed 20/03/2022].
- Bor, J., Chepkwony, J. and Bonuke, R. 2015. Employee perceived interference and professional ethics on non-compliance with public procurement regulations, evidence from Kenya. *European Journal of Business and Management*, 7(5), pp.96-107.
- Borgave, S. and Koranne, S. 2012. Service quality management: A literature review. *Ethios*, 5(2), pp.1-24.
- Boru, T. 2018. *Research design and methodology*. University of South Africa.
- Boyce, T. and Brown, C. 2019. *Economic and social impacts and benefits of health systems*. World Health Institution.
- Braun, V., Clarke, V. and Weate, P. 2016. Using thematic analysis in sport and exercise research. In B. Smith & A.C. Sparkes (Eds.), *Routledge Handbook of Qualitative Research in Sport and Exercise* (pp.191-205). London: Routledge.
- Breytenbach, J. 2006. *Supply Chain Management Office: Code of Conduct for Bid Adjudication Committees*. RSA: National Treasury.
- Brown, K. 2014. *Preferential Procurement Policy Framework Act (PPPFA)*. [online] Available at: <https://static.pmg.org.za/140917pppfa.pdf> [accessed 20/12/2024].
- Bryman, A. 2008. *Social Research Methods* (4th Ed.). Oxford, Oxford University Press.
- Bucak, T., 2014. The effect of service quality on customer satisfaction: A research on hotel businesses. *International Journal of Education and Research*, 2(1), pp.1-12.
- Burger, W. 2021. *The Role of Customer Service in Improving Supply Chain Management*. [online] Available at: <https://www.sdcexec.com/professional-development/article/21319340/cloudtask-the-role-of-customer-service-in-improving-supply-chain-management> [accessed 20/12/2024].
- Business Day. 2011. *Irregular state expenditure jumps 62%*. [online] Available at: <https://smartprocurement.co.za/irregular-state-expenditure-jumps-62/> [accessed 1/10/2021].

- Buthelezi, S. 2021. *Deviations and expansions for Quarter 3 2020/21 & Covid-19 expenditure data: Office of the Chief Procurement Officer briefing*. [online] Available at: <https://pmg.org.za/committee-meeting/32281/> [accessed 15/01/2025].
- Cadbury, A. 1992. *Report of the Committee on the Financial Aspects of Corporate Governance*. London: Gee.
- Cairns, S. and Jorgensen, P.D. 2020. *COVID-19 - impact on public procurement around the world*. [online] Available at: <https://www.twobirds.com/-/media/pdfs/in-focus/coronavirus/covid-19-impact-on-public-procurement-around-the-world.pdf> [accessed 20/01/2025].
- Caldwell, N., Walker, H., Harland, C., Knight, L., and Zheng, J. 2005. Promoting competitive markets: The role of public procurement. *Journal of Purchasing and Supply Management*, 11(5-6), pp.315-334.
- Cantor, D.E., Blackhurst, J., Pan, M. and Crum, M. 2014. Examining the role of stakeholder pressure and knowledge management on supply chain risk and demand responsiveness. *The International Journal of Logistics Management*, 25(1), pp.202-223.
- Casteel, A. and Bridier, N.L. 2021. Describing populations and samples in doctoral student research. *International Journal of Doctoral Studies*, 16, pp.339-362.
- Centre of Excellence in Financial Services (COEFS). 2022. *Quality Analysis*. [online] Available at: <https://coefs.org.za/research-reports/> [accessed 20/12/2024].
- Ćetković, J., Lakić, S., Knežević, M., Žarković, M. and Sazonova, T., 2016. The use of transaction costs theory in interorganisational design. In *MATEC Web of Conferences*, 53, p. 01055.
- Chakrabarti, P. and Frye, M. 2017. A mixed-methods framework for analysing text data: Integrating computational techniques with qualitative methods in demography. *Demographic Research*, 37, pp.1351-1382.
- Chartered Institute of Procurement and Supply (CIPS). 2020a. *Contract management guide*. [online]. Available at: <https://www.cips.org/documents/knowledge/procurement-topics-and-skills> [accessed 16/11/2020].
- Chartered Institute of Procurement and Supply (CIPS). 2020b. *Tendering and post tender negotiations* [online]. Available at: <http://www.cips.org/Documents/Resources> [accessed 17/01/2021].

Chaushi, B.A., Nastovska, M., and Veseli-Kurtishi, T. 2024. MS Teams for Virtual Collaboration - An Overview. 4th International Conference on Educational Technology and Online Learning – ICETOL 2024 Full Paper Proceedings.

Chebet, M.M., Sang, H. and Chapkwony, P., 2020. Effects Of Supplier Relationship Management Practices on Financial Performance in Selected KTDA Affiliate Tea Processing Firms In Kericho County. *International Journal of Economics, Business and Management Studies*, 7(4), pp.59-65.

Chen, L.S., 2017, July. Application of transaction cost theory on repurchase intention. In *2017 International Conference on Organisational Innovation (ICOI 2017)*, 131, pp. 323-326.

Chinyere. N.U. and Val, H. U.E. 2023. Qualitative Research. International Digital Organization for Scientific Research: IDOSR journal of computer and applied sciences 8(1):pp20-35, 2023. ISSN: 2579-0803.

Chopra, S. and Meindl, P. 2016. *Supply chain management: Strategy, planning and operations*. New York: Pearson Education, Inc. Publishing as Prentice Hall.

Chrisidu-Budnik, A. and Przedańska, J., 2017. The agency theory approach to the public procurement system. *Wroclaw Review of Law, Administration & Economics*, 7(1), pp.154-165.

Christiansen, B. 2016. *Handbook of Research on Global Supply Chain Management*. Hershey, PA: IGI.

Claudino, E.S. and Mendes dos Reis, J.G., 2014. Supply Network Complexity: An Approach in a Global Aeronautic Industry in Brazil. In *Advances in Production Management Systems. Innovative and Knowledge-Based Production Management in a Global-Local World: IFIP WG 5.7 International Conference, APMS 2014, Ajaccio, France, September 20-24, 2014, Proceedings, Part III* (pp. 489-496). Springer Berlin Heidelberg.

Collaborative Africa Budget Reform Initiative (Cabri). 2022. *COVID-19 Africa Public Finance Response Monitor. Streamlining public procurement processes during COVID-19: Balancing efficiency and accountability*. [online] Available at: <https://www.cabri-sbo.org/uploads/files/Documents/Streamlining-public-procurement-processes-during-COVID-19-Balancing-efficiency-and-accountability.pdf> [accessed 15/01/2025].

Collins, C.S. and Stockton, C.M., 2018. The central role of theory in qualitative research. *International Journal of Qualitative Methods*, 17(1), p.1609406918797475.

Collis, J. and Hussey, R. 2003. *Business Research* (2nd Ed.). New York: Palgrave Macmillan.

Corruption Watch. 2024. *New public procurement law aims to put money where it is most needed: Procurement*. [online] Available at: <https://www.corruptionwatch.org.za/new-public->

procurement-law-aims-to-put-money-where-it-is-needed/#:~:text=Broadly%2C%20the%20act%20aims%20to,efficiency%2C%20and%20cost%2Deffectiveness [accessed 22/12/2024].

Coupet, J. and McWilliams, A. 2017. Integrating Institutional Economics and Resource Dependence Theory to Explain the Persistence of Quasi Markets. *Adm. Sci.*, 7(29), pp.1-13.

Crouse, M. 2002. *Service delivery in the South African public service: Implementation of the Batho Pele Principles by Statistics South Africa* (Master Thesis). University of Pretoria.

Cuadrado, D.C. 2022. Corruption during Covid-19. Trends, drivers, and lessons learned for reducing corruption in health emergencies. *U4*, 2022(16).

Cugini, A., Caru, A. and Zerbini, F. 2007. The Cost of Customer Satisfaction: A Framework for Strategic Cost Management in Service Industries. *European Accounting Review*, 16(3), pp.499-530.

Cutting-Decelle, A.F., Das, B.P., Young, R.I., Case, K., Rahimifard, S., Anumba, C.J. and Bouchlaghem, N.M. 2006. Building supply chain communication systems: A review of methods and techniques. *Data Science Journal*, 5, pp.29-51.

Cuypers, I., Hennart, J.F., Silverman, B.S. and Ertug, G. 2021. Transaction cost theory: Past progress, current challenges, and suggestions for the future. *Academy of Management Annals*, 15(1), pp.111-150.

Daspit, J., Justice Tillman, C., Boyd, N.G. and Mckee, V. 2013. Cross-functional team effectiveness: An examination of internal team environment, shared leadership, and cohesion influences. *Team Performance Management: An International Journal*, 19(1/2), pp.34-56.

Datta, S. 2019. *Concept of sampling methods and different types of sampling*. West Bengal University of Animal and Fishery Sciences.

Daudu, I.A. and Fagbadebo, O. 2019. The public participation in legislative oversight: A review of nature and practice in Nigeria and South Africa. In O. Fagbadebo & F. Ruffin (Eds.), *Advances in African Economics, Social and Political Development* (pp.233-250). Cham: Springer.

Davis, M.J. 2014. Procurement practices influencing service delivery: A case of Kenya power. *European Journal of Logistics Purchasing and Supply Chain Management*, 2(3), pp.79-137.

Davis, P.S., Allen, J.A. and Dibrell, C. 2012. Fostering strategic awareness at an institution's boundary. *Leadership & Institution Development Journal*, 33(4), pp.322-341.

Davis, T., Kilroy, A. and Fung, E. 2020. *Emergency Procurement: Lessons Learned from Covid-19*. *Global Digital Marketplace Programme Government Digital Service*. Available at:

https://developmentgateway.org/wp-content/uploads/2020/10/DevelopmentGatewayReport_EmergencyProcurementCovid19.pdf [accessed 20/12/2024].

De Abreu, A. and Alcântara, R.L.C. 2015. Supply chain managers: Professional profile and the role in the cross-functional integration of supply chain management. *Independent Journal of Management & Production*, 6(1), pp.044-063.

De Toni, A.F., Fornasier, A. and Nonino, F. 2012. Organisational models for non-core processes management: A classification framework. *International Journal of Engineering Business Management*, 4(Godište 2012), pp.4-46.

De Vaus, D.A. 2014. *Surveys in Social Research* (6th Ed.). Australia: UCL Press.

Dehgani, R. and Jafari Navimipour, N. 2019. The impact of information technology and communication systems on the agility of supply chain management systems. *Kybernetes*, 48(10), pp.2217-2236.

DeJonckheere, M. and Vaughn, L.M. 2019. Semi-structured interviewing in primary care research: A balance of relationship and rigour. *Fam Med Com Health*, 2019(7), p. e000057.

Delfmann, W. and Albers, S., 2000. *Supply chain management in the global context. Working Paper No. 102*. Cologne: Department of General Management, Business Planning and Logistics University of Cologne.

Delke, V.F. 2015. *The Resource Dependence Theory: Assessment and evaluation as a contributing theory for supply management* (Bachelor's thesis). University of Twente.

Department of Communication & Digital Technology (DCDT). 2023. *South Artificial Intelligence (AI) Planning: Adoption of AI by Government*. Pretoria: Government Printers.

Department of Cooperative Governance and Traditional Affairs (COGTA). 2022. *Disaster Management Act, 2002, Amendment of the regulations issued in terms of section 27(2). Regulations: Measures to address, prevent and combat the spread of Coronavirus COVID-19: Alert level amendment*. [online] Available at: https://www.gov.za/sites/default/files/gcis_document/202003/4314825-3cogta.pdf [accessed 20/01/2025].

Department of Public Service and Administration (DPSA). 2021. *What Public Servants need to know about the declaration of interests?* [online] Available at: <https://www.dpsa.gov.za/thepublicservant/2021/01/10/what-public-servants-need-to-know-about-the-declaration-of-interests/> [accessed 15/05/2022].

Denbighshire County Council .2024.Managing risk for better service delivery, April 2024, pp1-45.

- Desai, A. and Rai, S., 2016. Knowledge management for downstream supply chain management of Indian public sector oil companies. *Procedia Computer Science*, 79, pp.1021-1028.
- Diez-Simson, K. 2020. *Oracle: How to Drive Customer Satisfaction with Perfect Delivery*. [online] Available at: <https://www.oracle.com/a/ocom/docs/scm-perfect-delivery-pov-report.pdf> [accessed 20/12/2024].
- Dinca, L. and Voinescu, C., 2012. Cross-functional teams and their role in increasing competitiveness of the organisational partnerships. *EIRP Proceedings*, 7. [online] Available at: <https://proceedings.univ-danubius.ro/index.php/eirp/article/view/1287/1228> [accessed 20/12/2024].
- Disney, S.M. and Towill, D.R., 2003. On the bullwhip and inventory variance produced by an ordering policy. *Omega*, 31(3), pp.157-167.
- Diveev, A., Sofronova, E. and Zelinka, I., 2020. Optimal control problem solution with phase constraints for group of robots by Pontryagin maximum principle and evolutionary algorithm. *Mathematics*, 8(12), pages 1-18, November.
- Doan, T., 2020. Supply chain management drivers and competitive advantage in manufacturing industry. *Uncertain Supply Chain Management*, 8(3), pp.473-480.
- Dolgui, A., Ivanov, D., Sethi, S. and Sokolov, B., 2018. Control theory applications to operations systems, supply chain management and industry 4.0 networks. *IFAC-PapersOnLine*, 51(11), pp.1536-1541.
- Dos, S.T., 1970. The structure of dependence. *American Economic Review*, 60(2), p.231-236.
- Doz, Y.L. and Kosonen, M., 2010. Embedding strategic agility: A leadership agenda for accelerating business model renewal. *Long Range Planning*, 43(2-3), pp.370-382.
- Du Toit, D. and Vlok, P.J., 2014. Supply chain management: A framework of understanding. *South African Journal of Industrial Engineering*, 25(3), pp.25-38.
- Duma, P.S., 2018. *The adoption of the e-procurement system by the eThekweni Municipality for SMME owners: the views of Small Medium and Micro Enterprise (SMME) owners* (Doctoral dissertation). University of Kwazulu-Natal.
- Dutta, S., Geiger, T. and Lanvin, B., 2015. *The Global Information Technology Report 2015: ICTs for Inclusive Growth*. Geneva: World Economic Forum.
- Dyczkowska, J. and Dyczkowski, T., 2015. An Influence of Strategic Awareness on Management Control: Evidence from Polish Micro, Small and Medium-sized Enterprises. *Management and Business Administration. Central Europe*, 23(1), pp.3-31.

- Dzuke, A. and Naude, M.J., 2017. Problems affecting the operational procurement process: A study of the Zimbabwean public sector. *Journal of Transport and Supply Chain Management*, 11(1), pp.1-13.
- Eby, K. 2024. Optimize the Service Delivery Management Process With Best Practices and a Free Template, May 1,2024. <https://www.smartsheet.com/content/service-delivery-management#service-delivery-management-process>.
- Ellram, L.M. and Murfield, M.L.U., 2019. Supply chain management in industrial marketing-Relationships matter. *Industrial Marketing Management*, 79, pp.36-45.
- Erlingsson, C. and Brysiewicz, P. 2017. A hands-on guide to doing content analysis. *African Journal of Emergency Medicine*, 7(3), pp.93-99.
- Esteves, A.M. and Barclay, M.A., 2011. Enhancing the benefits of local content: integrating social and economic impact assessment into procurement strategies. *Impact Assessment and Project Appraisal*, 29(3), pp.205-215.
- Etikan, I. and Bala, K., 2017. Sampling and sampling methods. *Biometrics & Biostatistics International Journal*, 5(6), <https://doi.org/10.15406/bbij.2017.05.00149>.
- Eyisi, D. 2016. The Usefulness of Qualitative and Quantitative Approaches and Methods in Researching Problem-Solving Ability in Science Education Curriculum. *Journal of Education and Practice*, 7(15), pp.91-100.
- Farrow, C. 2016. *How it's done: Why Canada's Supply Chain Matters*. Toronto, Canada: Supply Chain Management Association (SCMA).
- Fasken. 2021. *Doing Business in Canada*. [online] Available at: <https://www.fasken.com/en/knowledge/doing-business-in-canada> [accessed 20/01/2025].
- Fatemi, M. and Behmanesh, M.R., 2012. New public management approach and accountability. *International Journal of Management, Economics and Social Sciences (IJMESS)*, 1(2), pp.42-49.
- Fiala, P. 2005. *Information sharing in supply chains*. *Omega*, 33(5), pp 419-423.
- Fitri, H., Tyaz Nugraha, A., Yakub, A. and Priyo Cahyono, B., 2019. The application of agency theory in supply chain finance: A case of Indonesian manufacturing firms. *International Journal of Supply Chain Management*, 8(3), pp.23-32.
- Flisrand, J. 2016. *The basics of a network approach*. [online] Available at: <https://flisrand.com/2016/07/the-basics-of-a-network-approach/> [accessed 28/08/2022].
- Foley, R. and Swilling, M., 2018. *How one word can change the game: Case study of state capture and the South African Social Security Agency*. Stellenbosch: State Capacity Research

Project. [online] Available at: <https://pari.org.za/how-one-word-can-change-the-game/> [accessed 20/01/2025].

Foley, R., 2021. Stealing from The Poor: State Capture at SASSA. In N. Callaghan, R. Foley & M. Swilling (Eds.), *Anatomy of State Capture* (pp.241-263). Stellenbosch: African Sun Media.

Forslund, H., Jonsson, P. and Mattsson, S.A., 2008. Order-to-delivery process performance in delivery scheduling environments. *International Journal of Productivity and Performance Management*, 58(1), pp.41-53.

Fourie, D. and Malan, C. 2020. Public Procurement in the South African Economy: Addressing the Systemic Issues. *Sustainability*, 12, pp.1-23.

Fourie, D., 2018. Ethics in municipal supply chain management in South Africa. *Local Economy*, 33(7), pp.726-739.

Frąckiewicz-Wronka, A. and Szymaniec, K., 2012. Resource based view and resource dependence theory in decision making process of public organisation-research findings. *Management*, 16(2), pp. 17-29.

Frego, D.M. 2014. *Numerical Methods for Optimal Control Problems with Application to Autonomous Vehicles* (Doctoral dissertation). University of Trento.

Furlotti, M. 2014. *A model of best practices for a sourcing process* (Master thesis). Helsinki Metropolia University of Applied Sciences.

Fuzile, L. 2015. *Public Sector Supply chain management review*. Pretoria: Government Printers.

Gabara, N. 2021. *Govt takes action against public servants doing business with the state*. [online] Available at: <https://www.dpsa.gov.za/thepublicservant/2021/11/18/govt-takes-action-against-public-servants-doing-business-with-the-state/> [accessed 15/05/2022].

Gale, N.K., Heath, G., Cameron, E., Rashid, S. and Redwood, S., 2013. Using the framework method for the analysis of qualitative data in multi-disciplinary health research. *BMC Medical Research Methodology*, 13, pp.1-8.

Ganiyu, R.A., Oluwafemi, A., Abayomi, O.C., Olusegun, O.R. and Salihu, A.N. 2017. *Governance and Public Service Delivery in Nigeria: The Role of Information and Communication Technologies*. Covenant University Conference on e-Governance in Nigenria (CUCEN), pp.66-79.

Garfamy, R.M., 2012. Supply management: A transaction cost economics framework. *South East European Journal of Economics and Business*, 7(2), pp.139-147.

Garg, R. Methodology for research. *Indian Journal of Anaesthesia*, 60(9), pp.640-645.

Gautam, A.K. and Prabhakar, R. 2019. Theories of supply chain management: A literature review. *International Journal of Innovative Social Science & Humanities Research*, 6(1), pp.88-98.

Gasa, N. 2024. Audit committee manual and guide (toolkit): Strengthening governance within audit committees. Presented by: Nkululeko Gasa, Date: 06 March 2024, pp1-54.

Gelderman, C.J., Semeijn, J. and Verweij, E., 2017. The effectiveness of cross-functional sourcing teams-an embedded case study in a large public organisation. *Central European Review of Economics and Management*, 1(3), pp.7-43.

Gentles, S.J., Charles, C., Ploeg, J. and McKibbin, K. 2015. Sampling in Qualitative Research: Insights from an Overview of the Methods Literature. *The Qualitative Report*, 20(11), pp.1772-1789.

Gholampour, G. and Rahim, A.R.B. 2011. *The Effect of Innovation-Based Factors on Automotive Supply Chain Performance*. Conference: 6th Asia Pacific Retailing Conference. At: University Malay (UM).

Gillwald, A. and Moyo, M., 2017. *Modernising the Public Sector through the Cloud, Research ICT Africa. South Africa*. [online] Available at: <https://coilink.org/20.500.12592/dzg1hh> [accessed 08/02/2025].

Giri, S. 2020. *Digital technologies and service delivery*. Nepal: Ministry of Federal Affairs and General Administration.

Grass, K. 2024. The Three Logics of Qualitative Research: Epistemology, Ontology, and Methodology in Political Science. *American Journal of Qualitative Research*. 2024, Vol. 8 No. 1, pp. 42-56. <https://doi.org/10.29333/ajqr/14083>.

Goldsmith, L.J. 2021. Using Framework Analysis in Applied Qualitative Research. *The Qualitative Report*, 26(6), pp.2061-2076.

Gous, N. 2019. *Service delivery protests are on the rise this year, warn experts*. [online] Available at: https://www.timeslive.co.za/news/south-africa/2019-06-11-service-delivery-protests-are-on-the-rise-this-year-warn-experts/#google_vignette [accessed 08/02/2025].

Grant, C. and Osanloo, A., 2014. Understanding, selecting, and integrating a theoretical framework in dissertation research: Creating the blueprint for your “house”. *Administrative Issues Journal*, 4(2), p.12-26.

Greener, S., 2018. Methodological choices for research into interactive learning. *Interactive Learning Environments*, 26(2), pp.149-150.

- Gronbach, L. 2020. *Postbank security breach highlights SASSA's failures*. [online] Available at: <https://www.politicsweb.co.za/news-and-analysis/postbank-security-breach-highlights-sassas-failure> [accessed 18/06/2020].
- Grover, V. and Malhotra, M.K., 2003. Transaction cost framework in operations and supply chain management research: theory and measurement. *Journal of Operations Management*, 21(4), pp.457-473.
- Gruening, G., 2001. Origin and theoretical basis of New Public Management. *International Public Management Journal*, 4(1), pp.1-25.
- Gumede, N. and Dipholo, K.B. 2016. Governance, Restructuring and the New Public Management Reform: South African Perspectives. *Journal of Educational and Social Research*, 4(6), pp.43-50.
- Gurbaxani, V. and Kemerer, C. 2011. *An Agency Theory View of the Management of End-User Computing*. General Books LLC.
- Hackett, A. and Strickland, K., 2018. Using the framework approach to analyse qualitative data: a worked example. *Nurse Researcher*, 26(2), pp.1-39.
- Haggège, M., Gauthier, C. and Rüling, C.C., 2017. Business model performance: five key drivers. *Journal of Business Strategy*, 38(2), pp.6-15.
- Halicka, M., Brunovsky, P. and Jurca, P. 2015. *Optimal Control: Multistage Decision Processes in Economy and Finance*. [online] Available at http://www.iam.fmph.uniba.sk/institute/halicka/teach/english_or.pdf [accessed 20/01/2025].
- Hammarberg, K., Kirkman, M., and de Lacey, S. 2016. Qualitative research methods: when to use them and how to judge them. *Human Reproduction*, 31(3), pp.498-501.
- Hammerschmid, G., Van de Walle, S. and Andrews, R and Mostafa, A.M. 2019. New Public Management reforms in Europe and their effects: findings from a 20-country top executive survey. *International Review of Administrative Sciences*, 85(3), pp.399-418.
- Hamza, S.B., Gerbi, A. and Ali, S.H. 2017. Factors affecting procurement performance in the case of Awassa Textile Share Company. *Global Journal of Management and Business Research: G Interdisciplinary*, 16(3), pp.37-44.
- Hancock, B., Ockleford, E. and Windridge, K., 2001. *An introduction to qualitative research*. London: Trent Focus Group.
- Haque, M. and Ali, I. 2016. Uncertain Environment and Institutional Performance: The Mediating Role of Institutional Innovation. *Asian Social Science*, 12(9), pp.124- 138.

- Hayashi, P., Abib, G., & Hoppen, N. (2019). Validity in Qualitative Research: A Processual Approach. *The Qualitative Report*, 24(1), 98-112. <https://doi.org/10.46743/2160-3715/2019.3443>.
- Haradhan, M. 2017. *Research methodology*. [online] Available at: <https://mpira.ub.uni-muenchen.de/83457/> [accessed 12/09/2020].
- Harland, C.M., Knight, L., Patrucco, A.S. Lynch, J., Telgen, J., Peters, E., Tetrai, T. and Ferk, P. 2021. Practitioners' learning about healthcare supply chain management in the COVID-19 pandemic: a public procurement perspective. *International Journal of Operations & Production Management*, 41(13), pp.178-189.
- Harris, K.J., 2000. Governance Structures, Roles and Responsibilities, a Background Report, Integrated Justice Information Systems. *Sacramento*, CA: SEARCH, The National Consortium for Justice Information & Statistics.
- Hayashi, P., Abib, G. and Hoppen, N. 2019. Validity in qualitative research: A processual approach. *The Qualitative Report*, 24(1), pp.98-112.
- Hearnshaw, J.S. and Wilson, M.J. 2013. A complex network approach to supply chain network theory. *International Journal of Operations and Production Management*, 33(4), pp.442-469.
- Heracleous, L. 2008. What is the Impact of Corporate Governance on Organisational Performance? *Corporate Governance*, 9(3), pp.165-173.
- Heyns, G. and Carstens, S., 2012. The skills sets required for supply chain management in South Africa. *African Journal of Business Management*, 7(35), pp.3656-3663.
- Hillman, A.J., Withers, M.C. and Collins, B.J., 2009. Resource dependence theory: A review. *Journal of Management*, 35(6), pp.1404-1427.
- Hofman, D., and Cecere, L. 2005. The agile supply chain. *Supply Chain Management Review*, 9(8), pp 18-19.
- Hohenstein, N.O., Feisel, E. and Hartmann, E. 2014. Human resource management issues in supply chain management research: a systematic literature review from 1998 to 2014. *International Journal of Physical Distribution and Logistics Management*, 44(6), pp.434-463.
- Holland, M., 2019, March. Transaction cost economics: Applications to competition policy in South Africa. *Fifth Annual Conference on Competition Law, Economics and Policy, University of Johannesburg*. [online] Available at: <http://compcom.co.za/www15.cpt4.host-h.net/wp-content/uploads/2014/09/TCE-Conference-Paper-Final.pdf> [accessed 20/01/2025].
- Hoskisson, R.E., Hitt, M.A., Wan, W.P. and Yiu, D. 1999. Theory and research in strategic management: Swings of a pendulum. *Journal of Management*, 25(3), pp.417-456.

Hsiao, C.T. and Lin, J.S. 2008. A study of service quality in public sector. *International Journal of Electronic Business Management*, 6(1), pp.29-37.

Hussain, J. 2020. *Processing of data, editing, coding, & classification. Business Research Methods, Paper Code-MB 202*. Oark Library.

Husted, B.W. 2016. Agency, Information, and the Structure of Moral Problems in Business. *Institution Studies*, 28(02), pp.177-195.

Ibrahim, A., 2012. Is new public management irrelevant to developing countries. *Einternational Relations Students*, 19(10), pp.1-6.

Ibrahim, S.B. and Hamid, A.A. 2012. Supply Chain Management Practices and Supply Chain Performance Effectiveness. *International Journal of Science and Research (IJSR)*, 3(8), pp.187-195.

Ince, H., Imamoglu, S.Z., Keskin, H., Akgun, A. and Efe, M.N., 2013. The impact of ERP systems and supply chain management practices on firm performance: case of Turkish companies. *Procedia-Social and Behavioral Sciences*, 99(6), pp.1124-1133.

Independent Evaluation Group (IEG). 2011. *Writing terms of reference for an evaluation: A how-to guide*. Washington, DC: International Bank for Reconstruction and Development / World Bank.

Inter-American Institute for Cooperation in Agriculture (IICA). 2017. *Procedures manual for the procurement of goods and services*. San José, Costa Rica: Institution of the American States (OAS).

International Public Sector Accounting Standards Board (IPSASB). 2010. *Key Characteristics of the Public Sector. Staff Draft – Not Approved by the International Public Sector Accounting Standards Board*. International Federation of Accountants.

Isbell, T. 2017. Efficacy for fighting corruption: Evidence from 36 African countries. *Afrobarometer Policy Paper*, No. 41, pp.1-19.

Ishak, N.M. and Abu Bakar, A.Y., 2014. Developing Sampling Frame for Case Study: Challenges and Conditions. *World Journal of Education*, 4(3), pp.29-35.

Islam, M.S. and Karlsson, F., 2021. The Public Sector Cloud Service Procurement in Sweden: An Exploratory Study of Use and Information Security Challenges. *International Journal of Public Administration in the Digital Age (IJPADA)*, 8(1), pp.1-22.

Islami, X. & Latkovikj, M.T. (2022) There is time to be integrated: The relationship between SCM practices and organizational performance - The moderated role of competitive strategy, *Cogent Business & Management*, 9:1, 2010305, DOI: 10.1080/23311975.2021.2010305.

- Ivanov, D, Mason, S.J. and Hartl, R. 2016. Supply chain dynamics, control and disruption management. *International Journal of Production Research*, 54(1), pp.1-7.
- Ivanov, D., Dolgui, A. and Sokolov, B., 2011. On applicability of optimal control theory to adaptive supply chain planning and scheduling. *IFAC Proceedings Volumes*, 44(1), pp.423-434.
- Ivanov, D., Tsipoulanidis, A. and Schonberger, J. 2019. *Global Supply Chain and Operations Management: A Decision-Oriented Introduction to the Creation of Value* (2nd Ed.). Cham: Springer Nature.
- Jallow, Y.A. 2020. *The impact of stress management within institutions and its effects on employees' performance: a case study on three different institutions in the Gambia* (Bachelors degree). American International University West Africa.
- James, A.M.J. 2011. A new introduction to supply chains and supply chain management: Definitions and theories perspective. *International Business Research*, 5(1), pp.194-207.
- Javaid, T. and Siddiqui, D.A. 2018. Supply Chain Responsiveness and Supply Chain Performance: The Role of Supply Chain Risk Management. *SSRN Electronic Paper*.
- Jermisittiparsert, K. and Srihirun, W. 2019. Role of ethics in supply chain management: culture as moderator. *Humanities & Social Sciences Reviews*, 7(3,), pp.736-743.
- Ji, G. and Zhu, C. 2008. *Study on supply chain disruption risk management strategies and model*. International Conference on Service Systems and Service Management, Melbourne, VIC, Australia, 30 June – 2 July.
- Jika, T. 2021. Battle over SASSA move to pricey new home: Welfare SASSA loads R50 million on to rent bill without open tender. *Sunday Times*, 11July, p. 5.
- Johannesson, P. and Perjons, E. 2014. *An Introduction to Design Science*. Cham: Springer International Publishing.
- Johnson, J.W. 2020. *The importance of an effective Demand Management Process*. [online] Available at: <https://www.linkedin.com/pulse/importance-effective-demand-management-process-john-w-johnson-jr/> [accessed 22/01/2025].
- Junaidi, M.H. 2017. Customer Satisfaction on Supply Chain Management Practices: A Study of Toyota and Tata Motors in Kingdom of Saudi Arabia. *European Journal of Business and Management*, 9(2), Kabir, S.M.S. 2016. Guidelines for Research: An Introductory Approach for All Disciplines. Chittagong: Book Zone Publication.
- Kakilla, C. 2021. Strengths and Weaknesses of Semi-Structured Interviews in Qualitative Research: A Critical Essay. Preprints. <https://doi.org/10.20944/preprints202106.0491.v1>

- Kakulu, I.I., 2014. Qualitative research strategies and data analysis methods in real estate research-an innovative approach using the BB model. *Estate Management Department Workshop, At Federal Polytechnic, Nekede, Owerri*. Port Harcourt: Rivers State University of Science and Technology.
- Kalinzi, C. 2014. Level of professionalism in public procurement: A survey of selected districts in Uganda. *Net Journal of Business Management*, 2(1), pp.1-7.
- Kalonda, J.K. and Govender, K., 2021. Factors affecting municipal service delivery: A case study of Katima Mulilo Town Council, Namibia. *African Journal of Public Affairs*, 12(2), pp.1-26.
- Kapucu, N. 2006. New Public Management: Theory, Ideology, and Practice. In A. Farazmand & J. Pinkowski (Eds.) *Handbook of globalization, governance, and public administration* (pp.886-896). London: CRC Press.
- Karadayi, A. & SerdarAsan, S. 2014. A framework for service supply chain management literature. *CIE44 & IMSS'14 Proceedings*, 14-16 October 2014, Istanbul / Turkey.
- Kendall, J., Petheram, A., George, S. and Stirling, R. 2020. *Global procurement responses to COVID-19: how to do better in an emergency*. [online] Available at: https://www.open-contracting.org/wp-content/uploads/2020/10/OI-OCP-GlobalProcurementResponses_lessons.pdf [accessed 22/01/2025].
- Ketokivi, M. and Mahoney, J.T. 2020. Transaction Cost Economics as a Theory of Supply Chain Efficiency. *Production and Operations Management*, 29(4), pp.1011-1031.
- Khan, J.A, Raman, A.M., Sambamoorthy, N. and Prashanth, K. 2023. Research methodology (Methods, Approaches and Techniques). pp 1-181. ISBN: 978-81-965552-8-3, DOI: <https://doi.org/10.59646/rmmethods/040>.
- Khan, S.A., 2013. Importance of measuring supply chain management performance. *Industrial Engineering & Management*, 2(5), pp.1-2.
- Khatri, K.K. 2020. Research Paradigm: A Philosophy of Educational Research. *International Journal of English Literature and Social Sciences*, 5(5), pp.1435-1440.
- Kiessling, M.G.M.D.T. 2015. Supply chain management as the key to a firm's strategy in the global marketplace. *International Journal of Physical Distribution & Logistics Management*, 45(1/2), pp.159-181.
- Kiger, M.E. and Varpio, L., 2020. Thematic analysis of qualitative data: AMEE Guide No. 131. *Medical Teacher*, 42(8), pp.846-854.

- Kim, S.W. 2009. An investigation on the direct and indirect effect of supply chain integration on the firm performance. *International Journal of Production Economics*, 119(2), pp.319-346.
- Kish-Gephart, J. J., Harrison, D. A., & Trevino, L. K. (2010). Bad Apples, Bad Cases, and Bad Barrels: Meta-Analytic Evidence about Sources of Unethical Decisions at Work. *Journal of Applied Psychology*, 95(1), pp.1-29.
- Kivunja, C. 2018. Distinguishing between Theory, Theoretical Framework, and Conceptual Framework: A Systematic Review of Lessons from the Field. *International Journal of Higher Education*, 7(6), pp.43-53.
- Klijn, E.H. and Koppenjan J.F.M. 2012. Governance network theory: past, present and future. *Policy and Politics*, 40(4), pp.1-19.
- Klijn, E.H., 2008. Governance and governance networks in Europe: An assessment of ten years of research on the theme. *Public Management Review*, 10(4), pp.505-525.
- Kluger, L.C., Gorris, P, Kochalski, S., Mueller, M.S. and Romagnoni, G. 2020. Studying human–nature relationships through a network lens: A systematic review. DOI: 10.1002/pan3.10136.
- Komakech, R.A. 2016. Public Procurement in Developing Countries: Objectives, Principles and Required Professional Skills. *Public Policy and Administration Research*, 6(8), pp.20-29.
- Kopke, K. 2020. *COVID-19 Africa Public Finance Response Monitor: Streamlining public procurement processes during COVID-19: Balancing efficiency and accountability*. CABRI.
- Kováčiková, H., 2019. Conflict of interest–case of the public procurement in Slovakia. *Strani pravni život*, 63(4), pp.41-51.
- Krappé, K. and Kallayil, G., 2003. Contract management is more out of control than you think. *Journal of Contract Management*, 1(1), pp.3-8.
- Krause, G.A., Lewis, D.E. and Douglas, J.W. 2019. Political Appointments, Civil Service Systems, and Bureaucratic Competence: Institutional Balancing and Executive Branch Revenue Forecasts in the American States. *American Journal of Political Science*, 50(3), pp.770-787.
- Kulkarni, P.M., Nayak, G. and Kumar, A.P. 2023. Applying the resource dependence theory to enhance supply chain management of small and medium scale enterprises (SMEs) in the context of COVID-19. *Asia-Pacific Management Accounting Journal (APMAJ)*, 18(1), pp.179-214.
- Kumar, A. and Kushwaha, G.S., 2018. *Supply chain management practices and operational performance of fair price shops in India: An empirical study*. *LogForum*, 14(1), pp.85-99.

- Kumar, P., Nirmala, R and Mekoth, N. 2017. Relationship between Performance Management and Institutional Performance. *Acme Intellects International Journal of Research in Management, Social Sciences & Technology*, 9(9), n.p.
- Kumasey, A.S. 2014. Service Quality and Customer Satisfaction: Empirical Evidence from the Ghanaian Public Service. *European Journal of Business and Management*, 6(6), pp.172-181.
- Kuo, C.C. and Liu, C.F. 2017. The Development and Application of Transaction Cost Economics in Taiwan. *Turkish Economic Review*, 4(2), pp.205-215.
- Kvangraven, I.H. 2020. Beyond the Stereotype: Restating the Relevance of the Dependency Research Programme. *Development and Change* 52(1), pp.76-112.
- Kyeremeh, E. and Dza, M. 2018. Supply chain management and institution performance: A value creation perspective. *Archives of Business Research*, 6(10), pp.263-275.
- Laban, O.M. and Deya, J. 2019. Strategic Innovations and the Performance of Information Communication Technology Firms in Nairobi Kenya. *International Journal of Academic Research in Progressive Education and Development*, 8(2), pp.1-24.
- Lagrosen, S. and Lagrosen, Y., 2003. Management of service quality—differences in values, practices and outcomes. *Managing Service Quality: An International Journal*, 13(5), pp.370-381.
- Lalliot, L.F. and Yukins, C.R. 2020. *Covid-19: Lessons learned in public procurement. Time for a new normal?* [online] Available at: https://scholarship.law.gwu.edu/faculty_publications/1545/ [accessed 22/01/2025].
- Lambert D.L. 2006. Supply chain management process, partnership, performance. 2nd edition: Hartley Press.
- Larsson, C.A., 2014. *Application-oriented experiment design for industrial model predictive control* (Doctoral dissertation). KTH Royal Institute of Technology.
- Lavassani, K.M. and Movahedi, B. 2010. *Critical analysis of the supply chain management theories: Toward the stakeholder theory*. Carleton University, POMS 21st Annual Conference, Vancouver, Canada, 7-10 May 2010.
- Lavastre, O., Ageron, B., Chaze-Magnan, L. and Spalanzani, A., 2014. Innovative supply chain practices (ISCP) in supply chain management: development and validation of a measurement scale. *M@n@gement*, 17(4), pp.266-304.
- Lawlor, B.R. 2008. The Age of Globalization: Impact of Information Technology on Global Business Strategies (Honors thesis). Bryant University Honours Program.
- Lee, H.L., 2004. A triple-A supply chain. *Harvard Business Review*, 82(10), pp.102-112.

- Lee, R. 2021. The Effect of Supply Chain Management Strategy on Operational and Financial Performance. *Sustainability*, 13, p.5138. <https://doi.org/10.3390/su13095138>.
- Levers, M.J.D., 2013. Philosophical paradigms, grounded theory, and perspectives on emergence. *Sage Open*, 3(4), p.2158244013517243.
- Lichocik G. and Sadowski A., 2013, Efficiency of supply chain management. Strategic and operational approach. *LogForum*, 9(2), pp.119-125.
- Lichtman, M. 2013. *Qualitative Research in Education: A User's Guide* (3rd Ed). Thousand Oaks, CA: SAGE Publication.
- Lim, W.M. 2025. What Is Qualitative Research? An Overview and Guidelines. *Australasian Marketing Journal* 2025, Vol. 33(2) 199–229.2024 Australian and New Zealand Marketing Academy Article reuse guidelines: sagepub.com/journals-permissions DOI: 10.1177/14413582241264619.
- Lin, Y., Shi, Y. and Zhou, L., 2010. Service supply chain: nature, evolution, and operational implications. *Proceedings of the 6th CIRP-sponsored international conference on digital enterprise technology* (pp. 1189-1204). Springer Berlin Heidelberg.
- Linneberg, M.S. and Korsgaard, S., 2020. *Coding qualitative data: A synthesis guiding the novice*. *Qual Res J.*, 19(3), pp.259–270.
- Liu, H., Jiang, X., Zhang, J. and Zhao, X. 2013. Strategic flexibility and international venturing by emerging market firms: The moderating effects of institutional and relational factors. *Journal of International Marketing*, 21(2), pp.79-98.
- Liyanage, A.S. and Weerasinghe, T.D. 2018 .The Effect of Strategic Flexibility on Strategy-Performance Nexus: A Conceptual Model. *Kelaniya Journal of Management*, 7(1), pp.26-39.
- Lochmiller, C.R. 2021. Conducting Thematic Analysis with Qualitative Data. *The Qualitative Report*, 26(6), pp.2029-2044.
- Longenecker, C.O. and Scazzero, J.A., 2000. Improving service quality: a tale of two operations. *Managing Service Quality: An International Journal*, 10(4), pp.227-232.
- Lotfi, Z., Mukhtar, M., Sahran, S. and Zadeh, A.T., 2013. Information sharing in supply chain management. *Procedia Technology*, 11, pp.298-304.
- Lukhele, T.M., Botha, B. and Mbanga, S. 2022. Content analysis and ranking of irregularities in public sector construction procurement in South Africa. *International Journal of Construction Supply Chain Management*, 12(1), pp.50-71.

- Maalla, H.A. 2021. Artificial Intelligence in Public Sector: A Review for Government Leaders about AI Integration into Government Administrations. *International Journal of Academic Research in Economics & Management Sciences*, 10(4), pp.31-45.
- Mabrouk, N., Omri, A. and Jarraya, B., 2020. Factors influencing the performance of supply chain management in Saudi SMEs. *Uncertain Supply Chain Management*, 8(3), pp.569-578.
- Maceda, L.L. and Sangil, F. 2020. *Public procurement analytics: A compilation of concepts, methods, and use-cases in the Philippines* (1st Ed.). ex OCDex.
- Mack, N., Kathleen, C.W.M., Macqueen, Guest, G. and Namey, E. 2011. *Qualitative Research Methods: A data collector's field guide*. North Carolina: Family Health International.
- Majid, U. 2018. Research Fundamentals: Study Design, Population, and Sample Size. Undergraduate Research in Natural and Clinical Science and Technology. *URNCSST Journal*, 2(1), pp.1-7.
- Malatjie, I., Poonsamy, D. and Ngcaweni, B. 2023. *Impact of covid-19 on public sector performance: A case of the national school of government*. [online] Available at: <https://amdin.africa/wp-content/uploads/2021/12/DR-IZI-MALATJIE-NSG-COVID.pdf> [accessed 25/01/2025].
- Maleka, T.N. 2016. An exploration of supply chain management practices in the West Rand District Municipalities. *Problems and Perspectives in Management*, 14(3), pp.657-666.
- Mamokhere, J. 2019. *An exploration of reasons behind service delivery protests in South Africa: A case of Bolobedu South at the Greater Tzaneen Municipality*. The 4th Annual International Conference on Public Administration and Development Alternatives 03 - 05 July 2019, Southern Sun Hotel, OR Tambo International Airport, Johannesburg, South Africa.
- Manjunatha, N. 2019. Descriptive Research. *Journal of Emerging Technologies and Innovative Research (JETIR)*, 6 (6), pp.863-867.
- Manohar, N., MacMillan, F., Steiner, G.Z. and Arora, A. 2018. Recruitment of Research Participants. In P. Liamputtong (Ed.), *Handbook of Research Methods in Health Social Sciences* (pp.71-98). Singapore: Springer Nature.
- Manso, P.F. and Nikas, A. 2016. The application of post tender negotiation procedure: A public sector procurement perspective in UK. *International Journal of Information Systems and Project Management*, 4(2), pp.23-39.
- Mantzaris, E. 2014. Public procurement, bidding and corruption: Realities, challenges and tangible solutions. *African Journal of Public Affairs*, 7(2), pp.67-79.

- Mantzaris, E.A. 2017. Trends, Realities and Corruption in Supply Chain Management. South Africa and India. *African Journal of Public Affairs*, 9(8), pp.121-134.
- Manyathi, S. 2017. An analysis of various types of supply chain management systems: Case of global public sector versus private sector Procurement. *Asian Journal of Social Sciences and Management Studies*, 4(1), pp.10-19.
- Manyathi, S. 2019. *The influence of procurement practices on service delivery: An analysis of government legislation-service delivery relationship in South Africa* (Doctoral dissertation). Stellenbosch University.
- Manyathi, S., 2014. A analysis of Supply Chain Management Political Pressure on SCM Employees and SCM Prescripts Compliance in the KwaZulu-Natal Provincial Administration, South Africa. *Journal of Global Business, Economics and Finance*, 1(1), pp.9-19.
- Manzoor, A., 2014. A look at efficiency in public administration: Past and future. *Sage Open*, 4(4), p.2158244014564936.
- Mapanga, A. 2017. Using Social Network Theory to Explain Performance in Value Chains. *Proceedings of 8th Global Business and Finance Research Conference 26 - 28 October 2017, Howard Civil Service International House, Taipei, Taiwan ISBN: 978-1-925488-48-7*.
- Mapanga, A., 2024. Rethinking competency requirements in South African supply chain management. *Journal of Transport and Supply Chain Management*, 18, Art. 990. <https://doi.org/10.4102/jtscm.v18i0.990>
- Maricut-Akbik, A., 2021. Q&A in legislative oversight: A framework for analysis. *European Journal of Political Research*, 60(3), pp.539-559.
- Marie-Nelly, M.F. 2021. *SOUTH AFRICA: Social Assistance Programs and Systems Review*. Washington, DC: World Bank.
- Martins, N. and Ledimo, O., 2015. The perceptions and nature of service delivery innovation among government employees: An exploratory study. *Journal of Governance and Regulation*, 4(4), pp.575-580.
- Mashwama, N.X, Aigbavboa, C., and Thwala, W.D. 2018. Challenges faced by public-private partnership in improving service delivery. In J. Shiau (Ed.), *Proceedings of the Fourth Australasia and South-East Asia Structural Engineering and Construction Conference*, Brisbane, Australia, 3-5 December 2018.
- Masse, M.G., Brown, E., Tibbets, S.D., Gogadze, H. and Jack, S.W., 2015. International Procurement. *ABA/SIL YIR*, 50, pp.211-224.

- Matebese-Notshulwana, K., 2021. Weak procurement practices and the challenges of service delivery in South Africa. In N. Dorsamy & O. Fabbadebo (Eds.), *Public Procurement, Corruption and the Crisis of Governance in Africa* (pp.93-111). Cham: Springer.
- Matebese-Notshulwana, K.M., 2019. *A Critical Analysis of the Oversight Role and Function of the Standing Committee on Public Accounts (SCOPA) in Promoting Accountability in South Africa's Public Sector* (Doctoral dissertation). University of Pretoria.
- Mauthner, N.S., 2020. Research philosophies and why they matter. In K. Townsend, M.N.K. Saunders, R. Loudoun & E.A. Morrison (Eds.), *How to Keep your Doctorate on Track* (pp.76-86). Cheltenham:
- Mazibuko, G. and Fourie, D.J. 2017. Manifestation of Unethical Procurement Practices in the South African Public Sector: *African Journal of Public Affairs*, 9(9), pp.107-117.
- Mazzawi, R. and Alawamleh, M., 2013. The impact of supply chain performance drivers and value chain on companies: a case study from the food industry in Jordan. *International Journal of Networking and Virtual Organisations*, 12(2), pp.122-132.
- Mbandlwa, Z. and Netswera, F., 2021. The effect government supply chain processes have on the procurement of COVID-19 personal protective equipment. *Ilkogretim Online*, 20(4), pp.1782-1790.
- Mbecke, Z.P. 2014. Operations and quality management for public service delivery improvement. *Journal of Governance and Regulation*, 3(4), pp.36-45.
- McCombes, S. 2019. *Sampling Methods | Types, Techniques & Examples*. [online] Available at: <https://www.scribbr.com/methodology/sampling-methods/> [accessed 08/02/2025].
- Meindl, P. and Chopra, S. 2016. *Supply Chain Management Strategy, Planning, and Operation* (6th Ed.). New York: Pearson.
- Meinlschmidt, J., Schleper, M.C. and Kai, F. 2018. Tackling the sustainability iceberg: a transaction cost economics approach to lower tier sustainability management. *International Journal of Operations and Production Management*, 38(10), pp.1888-1914.
- Meynhardt, T. and Baro, A. 2019. *Public value reporting: Adding value to (non-)financial reporting*. [online] Available at: <https://www.researchgate.net/publication/335313202> [accessed 08/02/2025].
- Mhelembe K. and Mafini, C. 2019. Modelling the link between supply chain risk, flexibility and performance in the public sector. *South African Journal of Economic and Management Sciences*, 22(1), a2368. <https://doi.org/10.4102/sajems.v22i1.2368>

Mia, M.A.H. and Islam, M.A., 2014. Critical success factors for ensuring efficient supply chain management (SCM): A review of literature. *Bangladesh Journal of MIS*. 7(1), pp.17-32.

Mkhomazi, S.S. 2013. *A framework for sharing broadband infrastructure in South Africa: a case of rural community*. Pretoria: Tshwane University of Technology.

Mobu, F. 2011. CIPS Pan African Conference: Transforming Procurement: It's time for Africa. State-Owned Enterprise Procurement Forum: Impact of collaboration between the State-Owned Enterprises. Proceedings of the Conference 24-26 May 2011. Johannesburg, South Africa: CIPS.

Mobu, F., 2011. CIPS Pan African Conference: Transforming Procurement: It's time for Africa. State-Owned Enterprise Procurement Forum: Impact of collaboration between the State-Owned Enterprises. In *Proceedings of the conference* (pp. 24-26).

Mocanasu, D.R. 2020. Determining the sample size in qualitative research. International Multidisciplinary Scientific Conference on the Dialogue between Sciences & Arts, Religion & Education. pp.181-187.

Mocănașu, D.R., 2020. Determining the sample size in qualitative research. *International multidisciplinary scientific conference on the dialogue between sciences & arts, religion & education*, 4(1), pp.181-187.

Mohammad Reza Farzanegan, 2012. "Military Spending and Economic Growth: The Case of Iran," MAGKS Papers on Economics 201223, Philipps-Universität Marburg, Faculty of Business Administration and Economics, Department of Economics (Volkswirtschaftliche Abteilung).

Mohajan, H.K. 2018. Qualitative Research Methodology in Social Sciences and Related Subjects. *Journal of Economic Development, Environment and People*, Vol-7, Issue 01, 2018, pp. 23-48.

Mokoena, S.K. 2018. *Professionalising Supply Chain Management as an Alternative Mechanism to Curb Corruption in the South African Public Institutions*. The 3rd Annual International Conference on Public Administration and Development Alternatives 04 - 06 July 2018, Stellenbosch University, Saldahna Bay, South Africa, pp.457-468.

Mollov, D., 2020. Strategic supply chain management with the balanced scorecard. *Economic Alternatives*, 2, pp.283-299.

Mongkol, K., 2011. Implementing new public management in a developing country: the case of Thailand. *International Journal of Arts & Sciences*, 4(23), p.87.

- Monyane, T.G., Emuze, F.A. and Crafford, G., 2018. An identification of cost management challenges in public sector projects. *Journal of Construction Project Management and Innovation*, 8(Suppl. 1), pp.2127-2137.
- Moses K.A. and Kalu O.E. 2018. Procurement Practices and Public Service Delivery in a Developing Local Government. *Amity Business Review*, 19(2), pp.1-10.
- Mpehle, Z. and Mudogwa, R.M., 2020. Utilisation of digital central supplier database in enabling electronic procurement in the Limpopo provincial departments. *Africa's Public Service Delivery and Performance Review*, 8(1), pp.1-10.
- Mrope, N.P. 2017. The effect of professionalism on performance of procurement function in the public sector: Experience from the Tanzanian public entities. *International Journal of Business and Management Review*, 5(6), pp.48-59.
- Mtombeni, S., Mandla, H., Mabece, S. and Thibane, T. 2020. *The Interface between Public Procurement and Competition Regulation During the COVID-19 Pandemic: A South African Perspective*. Pretoria: Competition Commission South Africa.
- Mtsweni, P., Mokwena, S.N. and Moeti, M.N., 2021. The impact of outsourcing information technology services on business operations. *South African Journal of Information Management*, 23(1), pp.1-7.
- Muhic, M., Bengtsson, L. and Holmström, J., 2023. Barriers to continuance use of cloud computing: Evidence from two case studies. *Information & Management*, 60(5), p.103792.
- Mukhamedjanova, K.A. 2020. Concept of supply chain management. *Journal of Critical Review*, 7(2), pp.759-766.
- Mukhsin, M. and Suryanto, T., 2022. The effect of sustainable supply chain management on company performance mediated by competitive advantage. *Sustainability*, 14(2), p.818.
- Munjeyi, E., Magwada, A., Mhizha, C., Zivanai, W., Mensah, J. and Maponga, S. 2017. Balance Scorecard: A Standard Tool to Measure Performance in Private Universities in Botswana. *Research Journal of Finance and Accounting*, ISSN 2222-1697 (Paper) ISSN 2222-2847 (Online), Vol.8, No.19, 2017.
- Murphy, M. 2016. *Population definitions for comparative surveys in education*. Melbourne: Australian Council for Educational Research.
- Musella, L.2023. The impact of Covid-19 on the supply chain. Review of the effects of a pandemic crisis on the global supply system and analysis of its fragilities. pp 1-64.

- Mutembei J.K. 2019. *The SCM practice should be improved in order to improve institution performance: Improved SCM practices can accelerate institutional service delivery and add value through its supply chain* (Master thesis). University of Nairobi.
- Muthien, Y., 2014. Public service reform: Key challenges of execution. *The Strategic Review for Southern Africa*, 36(2), pp.126-142.
- Mweshi, G.K. and Muhyila, M.2024. Determining a Statistical Analysis for the Quantitative Study. *Advances in Social Sciences Research Journal* – Vol. 11, No. 7 Publication Date: July 25, 2024, DOI:10.14738/assrj.117.17018.
- Mwita, K.M. 2022. Factors influencing data saturation in qualitative studies. *International Journal of Research in Business and Social Science*, 11(4), pp.414-420.
- Namakavarani, O.M., Daryaei, A.A., Askarany, D. and Askary, S., 2021. Audit committee characteristics and quality of financial information: The role of the internal information environment and political connections. *Journal of Risk and Financial Management*, 14(6), pp.1-18.
- Namazi, M., 2013. Role of the agency theory in implementing managements control. *Journal of Accounting and Taxation*, 5(2), pp.38-47.
- Naqvi, M.H., Asim, M. and Manzoor, S. 2020. Analysing the impact of supply chain agility on customer satisfaction through responsiveness and innovation. *CenRaPS Journal of Social Sciences*, 2(1), pp.26-40.
- Namdar, J., Li, X., Sawhney, R. & Pradhan, N. (2017): Supply chain resilience for single and multiple sourcing in the presence of disruption risks, *International Journal of Production Research*, DOI: 10.1080/00207543.2017.1370149.
- Nanez-Silva MV, Quispe-Calderón JC, Huallpa-Quispe PM, Larico-Quispe BN.2024. Analysis of academic research data with the use of ATLAS.ti. Experiences of use in the area of Tourism and Hospitality Administration. *Data and Metadata*. 2024; 3:306. <https://doi.org/10.56294/dm2024306>.
- Nath, T. and Standing, C., 2014. Drivers of information technology use in the supply chain. *Journal of Systems and Information Technology*, 12(1), pp.70-84.
- National Academies of Sciences, Engineering, and Medicine. 2000. *Surviving Supply Chain Integration: Strategies for Small Manufacturers*. Washington, DC: The National Academies Press.
- National Planning Commission (NPC). 2011. *National Development Plan (NDP): Vision for 2030*. Pretoria: Government Printer.

- Ndudula, M.R., 2013. *An analysis of the politics-administrative interface and its impact on delivery of municipal services: A case of the Mnquma local municipality* (Doctoral dissertation). University of Fort Hare.
- Neboh, N.D., Nkeleme, E.I. and Shakantu, W., 2023. Skills for the post-COVID era of supply chain management education in South Africa: A review. *Journal of Contemporary Management*, 20(1), pp.136-152.
- Neupane, A., Soar, J., Vaidya, K. and Yong, J., 2012, January. Role of public e-procurement technology to reduce corruption in government procurement. *Proceedings of the 5th international public procurement conference (IPPC5)*. University of Southern Queensland.
- New Zealand Government Procurement (NZGP). 2019. *Developing your construction procurement strategy: Construction procurement guidelines*. [online] Available at: <https://www.procurement.govt.nz/about-us/news/construction-procurement-guidelines/> [accessed 20/02 2021].
- New Zealand Ministry of Business, Innovation and Employment. 2011. *Mastering procurement: A structured approach to strategic procurement*. [online] Available at: <http://www.business.govt.nz/procurement/for-agencies/strategic-procurement/mastering-procurement-the-guide>. [Accessed on 15 December 2021].
- Nhan, N.T. 2020. *The role of theoretical framework and methods in research*. OSF Preprints. [online] Available at: <https://osf.io/preprints/2x7vj> [accessed 08/02/2025].
- Nicoletti, B. 2016. *Critical Success Factors in the Total Cost Management of Cloud Computing*. [online] Available at: <https://www.researchgate.net/publication/299366385> [accessed 08/02/2025].
- Nienhuser, W. 2008. Resource Dependence Theory: How well does it Explain Behaviour of Institutions? *Management Revue*, 19(1/2), pp.9-32.
- Nikoloski, K. 2014. The role of information technology in the business sector. *International Journal of Science and Research*, 3(12), pp.303-309.
- Nkwanyana, N.S. and Agbenyegah, A.T. 2020. The effect of supply chain management in governance: Public sector perspectives. *Journal of Transport and Supply Chain Management*, 14(0), pp.1-9.
- Nsiah-Asare, E.A. and Boateng, P.K. 2016. *Measures of Ensuring Value for Money in Public Procurement: A Case of Selected Polytechnics in Ghana*. MPRA Paper No. 70051. [online] Available at: <https://mpra.ub.uni-muenchen.de/70051/> [accessed 16/03/2016].

Nyimbili F. and Nyimbili L. (2024) Types of Purposive Sampling Techniques with Their Examples and Application in Qualitative Research Studies, *British Journal of Multidisciplinary and Advanced Studies*: English Lang., Teaching, Literature, Linguistics & Communication, 5(1),90-99.

O'Neill, C.E. and Haraburda, S.S., 2017. Balanced scorecards for supply chain management. *Defense AT&L*, 46(4), pp.2-6.

Office of Government of Commerce (OGC). 2005. *Supply chain management in public sector procurement: A guide*. Office of Government of Commerce. [online] Available at: <https://sovz.cz/wp-content/uploads/2016/11/supplychainmanagementguide.pdf> [accessed 08/02/2025].

Olah, J., Zeman, Z., Balogh, I. & Popp, J. 2017. Future challenges and areas of development for supply chain management. *LogForum*, 14(1), pp.127-138.

Olang'o, S.O. and Namusonge, P.G. 2018. Relationship between strategic planning and institutional performance: A case of Kenya Water Institute. *International Journal of Social Sciences and Information Technology*, 4(5), pp.382-392.

Olawale, S.R., Chinagozi, O.G., Joe, O.N. 2023. Exploratory Research Design in Management Science: A Review of Literature on Conduct and Application. *International Journal of Research and Innovation in Social Science (IJRISS)*, 7(4), pp.1384-1395.

Oliveira, C.B. and Filho, J.R.F. 2017. Agency problems in the public sector: the role of mediators between central administration of city hall and executive bodies. *Brazilian Journal of Public Administration*, 51(4), pp.596-615.

Mwita, M.K. (2022). Factors to consider when using qualitative interviews in data collection. *Social Sciences, Humanities and Education Journal (SHE Journal)*, 3(3), 313 – 323. DOI:10.25273/she.v3i3.13919.

Oliveira-Dias, D., Moyano-Fuentes, J. and Maqueira-Marín, J.M., 2022. Understanding the relationships between information technology and lean and agile supply chain strategies: a systematic literature review. *Annals of Operations Research*, 312(2), pp.973-1005.

Olivier, M.P., Smit, N and Kalula, E.R. 2003. *Social Security: Legal Analysis*. Durban: LexisNexis.

Omoruyi, O. and Akuoma, M.E., 2020. The influence of supply chain management on the performance of small to medium enterprises in Southern Gauteng. *International Journal of Economics and Finance Studies*, 12(1), pp.172-188.

- Omoyefa, P.S. 2008. Public Sector Reforms in Africa: A Philosophical Re-thinking. *Africa Development*, 33(4), pp.15-30.
- Onday, O. 2016. Project Management: Network Theory. *Elixir International Journal of Project Management*, 91, pp.37966-37972.
- Onyepuemu, O.C. 2017. Time management: An imperative factor to effective service delivery in the Nigeria public service. *International Journal of Development and Management Review (INJODEMAR)*, 12(1), pp.152-167.
- Organisation for Economic Co-operation and Development (OECD). 2005. *Oslo Manual: Guidelines for Collecting and Interpreting Innovation Data* (3rd Ed.). Paris: OECD Publishing.
- Organisation for Economic Co-operation and Development (OECD). 2015a. *Recommendation of the Council on Public Procurement*. Paris: OECD Publishing.
- Organisation for Economic Co-operation and Development (OECD). 2016. *Preventing Corruption in Public Procurement*. Paris: OECD Publishing.
- Organisation for Economic Co-operation and Development (OECD). 2019. *Productivity in Public Procurement: A Case Study of Finland: Measuring the Efficiency and Effectiveness of Public Procurement*. Paris: OECD Publishing.
- Organisation for Economic Co-operation and Development (OECD). OECD. 2015b. *Recommendation of the Council on Public Procurement*. [online]. Available at: <http://www.oecd.org/gov/public-procurement/recommendation/OECDRecommendation-on-Public-Procurement> [accessed 08/06/2024].
- Ornellas, A. and Zastrau, E. 2020. Making human rights real: Researching and Engaging the Decommissioning of SASSA Pay-points. The Black Sash research report. Pp 1-91
- Osborne, S.P. and Brown, K. 2005. *Managing Change and Innovation in Public Service Institutions*. New York: Routledge.
- Ossimitz et al., 2006. The impact of ERP systems on firm and business process performance. *Journal of Enterprise Information Management* 19(1):13-29.
DOI:10.1108/17410390610636850.
- Panah, A.H.K. and Shahraki, H.M. 2024. Methodology of Social Sciences and Humanities. *Methodology of Social Sciences and Humanities*. 2024. 30(120),
DOI:10.30471/MSSH.2025.10607.2595.
- Parliamentary Monitoring Group (PMG). 2021. *Department's response to SIU Digital Vibes Report; with Minister & Deputy Minister*. [online] Available at: [https://pmg.org.za/page/Department%E2%80%99s%20response%20to%20SIU%20Digital%](https://pmg.org.za/page/Department%E2%80%99s%20response%20to%20SIU%20Digital%20Vibes%20Report%20with%20Minister%20and%20Deputy%20Minister)

20Vibes%20Report;%20with%20Minister%20&%20Deputy%20Minister [accessed 08/02/2025].

Parnell, J.A. 2010. Strategic clarity, business strategy and performance. *Journal of Strategy and Management*, 3(4), pp.1-39.

Pató, B.S.G., Herczeg, M. and Csiszárík-Kocsir, Á., 2022. The COVID-19 impact on supply chains, focusing on the automotive segment during the second and third wave of the pandemic. *Risks*, 10(10), doi: 10.3390/risks10100189.

Patras, M.V., 2015. Critical phases in the process of awarding public procurement contracts. Romania case study. *Journal of Public Administration, Finance and Law*, (08), pp.45-66.

Pawar, N., 2020. Type of research and type research design. *Social Research Methodology*, 8(1), pp.46-57.

Perdana, Y.R., Ciptono, W.S. and Setiawan, K., 2018. *The relationship between internal and external integration of supply chain and operational performance*. Proceedings of the International Conference on Industrial Engineering and Operations Management, July 26-27. Paris, France.

Perez, I.A., Rapiman, M.E., Orellana, M.C. and Castro, L.R. 2017. Seven ethical requirements for quantitative and qualitative research in nursing: Experiences of three research ethics committees from Santiago, Chile. *International Journal of Humanities and Social Science*, 7(7), pp.19-24.

Pfiffner, J.P. 2004. *Traditional Public Administration versus the New Public Management: Accountability versus Efficiency*. [online] Available at: <https://www.semanticscholar.org/paper/Traditional-Public-Administration-versus-The-New-Pfiffner/a27a804da5ca80a5eb04674f6f861531b3747525> [accessed 08/02/2025].

Pienaar, W.J. 2013. Overview of procurement need specification and the institution of supply chain processes to fulfil customers' needs in South Africa. *Corporate Board: Role, Duties and Composition*, 9(2), pp.12-19.

Pitt, M., Chotipanich, S., Amin, R. and Issarasak, S. 2014. Designing and managing the Optimum strategic FM supply chain. *Journal of Facilities Management*, 12(4), pp.330-336.

Pollalis, Y.A., Gartenberg, M. and Edmunds, B. 2004. Applying the Balanced Scorecard methodology in the public sector: the case of the Department of Defense in the United States. *SPOUDAI Journal of Economics and Business*, 54(1), pp.33-58.

Popa, V. and Cosman, V., 2011. Performance Management of Supply Chain Using Balanced Scorecard in Nonprofit Organisations. *Supply Chain Manag. J*, 2, pp.1-13.

- ProcurePort. 2014. *Spend analysis - Leveraging technology to translate data into sourcing intelligence* [online]. Available at: www.procureport.com [accessed 11/11/2020].
- Provost, L.P. 2014. *Analytical studies: a framework for quality improvement design and analysis*. Austin, Texas, USA: Institute for Healthcare Improvement, Associates in Process Improvement.
- Puigjaner, L. and Laínez, J.M., 2008. Capturing dynamics in integrated supply chain management. *Computers & Chemical Engineering*, 32(11), pp.2582-2605.
- Pule, S., 2014. Supply chain information management and service delivery in public health sector organisations: A case study on national medical stores of Uganda. *International Journal of Supply Chain Management*, 3(3), pp.136-147.
- PwC. 2020. *Where Next for Government in South Africa? Covid-19 Government & Public Sector An opportunity for change*.
- Qatawneh, H. 2018. Hybrid Communication Strategies and Tools as a Strategic Lever to Improve Supply Chain Performance. *International Journal of Business and Management*, 13(3), p.181.
- Quesada, H., Gazo, R. and Sanchez, S. 2012. Critical Factors Affecting Supply Chain Management: A Case Study in the US Pallet Industry. In A. Groznik & Y. Xiong (Eds.), *Pathways to Supply Chain Excellence* (pp.33-56). InTech Open.
- Quesada, H., Gazo, R. and Sanchez, S., 2012. Critical factors affecting supply chain management: A case study in the US pallet industry. *Pathways to supply chain excellence*, pp.33-56.
- Radomska, J. 2015. Strategic Flexibility of Enterprises. *Journal of Economics, Business and Management*, 3(1), pp.19-23.
- Raduan, C. R., Jegak, U., Haslinda, A. and Alimin, I. I. 2009. Management, Strategic Management Theories and the Linkage with Institutional Competitive Advantage from the Resource-Based View. *European Journal of Social Sciences*, 11(3), pp.402-418.
- Rahman, M.S., 2016. The advantages and disadvantages of using qualitative and quantitative approaches and methods in language “testing and assessment” research: A literature review. *Journal of Education and Learning*, 6(1), pp.102-112.
- Ralston, P. M. 2014. *Supply chain collaboration: A literature review and empirical analysis to investigate uncertainty and collaborative benefits in regard to their practical impact on collaboration and performance* (Doctoral dissertation). Iowa State University.

Ramakrishnan, R. 2018. *Strategic sourcing*. [online] Available at: <http://dx.doi.org/10.2139/ssrn.3481949> [accessed 13/01/2021].

Raschke, R.L. and David, J.S., 2005. Business process agility. *AMCIS 2005 Proceedings*, p.180. [online] Available at: <https://aisel.aisnet.org/cgi/viewcontent.cgi?article=1756&context=amcis2005> [accessed 08/02/2025].

Razavi, S.H. and Attarnezhad, O. 2013. Management of Institutional Innovation. *International Journal of Business and Social Science*, 4(1), pp.226-236.

Reddy, P.S., 2016. The politics of service delivery in South Africa: The local government sphere in context. *TD: The Journal for Transdisciplinary Research in Southern Africa*, 12(1), pp.1-8.

Reeves, S., Albert, M., Kuper, A. and Hodges, B.D., 2008. Why use theories in qualitative research? *BMJ*, 7(337), Art.949. <https://doi.org/10.1136/bmj.a949>

Rehmatulla, N., Smith, T. and Tibbles, L., 2017. The relationship between EU's public procurement policies and energy efficiency of ferries in the EU. *Marine Policy*, 75, pp.278-289.

Reiter, B. 2017. Theory and Methodology of Exploratory Social Science Research. *International Journal of Science & Research Methodology*, 5(4), pp.129-150.

Reporter, S. 2017. Post office will take over grant payments. *Business Report*, Nov 8.

Republic of South Africa (RSA). 1977. *Criminal Procedures Act, Act No. 51 of 1977*. Pretoria: Government Printer.

Republic of South Africa (RSA). 1978. *Social Service Professions Act, Act No. 110 of 1978*. Pretoria: Government Printer.

Republic of South Africa (RSA). 1979. *Divorce and Mediation Act, Act No. 70 of 1979*. Pretoria: Government Printer.

Republic of South Africa (RSA). 1983. *Child Care Act, Act No. 74 of 1983*. Pretoria: Government Printer.

Republic of South Africa (RSA). 1991. *Probation Services Act, Act No. 116 of 1991*. Pretoria: Government Printer.

Republic of South Africa (RSA). 1992. *Prevention and Treatment of Drug Dependency Act, Act No. 20 of 1992*. Pretoria: Government Printer.

Republic of South Africa (RSA). 1992. *Social Assistance Act, Act No. 59 of 1992*. Pretoria: Government Printer.

Republic of South Africa (RSA). 1996. *Constitution of the Republic of South Africa, No. 108 of 1996*. Pretoria: Government Printer.

Republic of South Africa (RSA). 1996. *National Archives of South Africa Act, Act 43 of 1996*. Pretoria: Government Printer.

Republic of South Africa (RSA). 1997. *Non-profit Institutions Act, Act No. 71 of 1997*. Pretoria: Government Printer.

Republic of South Africa (RSA). 1998. *Maintenance Act, Act No. 99 of 1998*. Pretoria: Government Printer.

Republic of South Africa (RSA). 1998. *National Development Agency Act, 1998, Act No. 108 of 1998*. Pretoria: Government Printer.

Republic of South Africa (RSA). 1998. *Prevention of Domestic Violence Act, Act No. 116 of 1998*. Pretoria: Government Printer.

Republic of South Africa (RSA). 1999. *Public Finance Management Act, Act 1 of 1999*. Pretoria: Government Printer.

Republic of South Africa (RSA). 2000. *Construction Industry Development Board Act No. 38 of 2000*. Pretoria: Government Printer.

Republic of South Africa (RSA). 2000. *Preferential Procurement Policy Framework Act, Act 5 of 2000*. Pretoria: Government Printer.

Republic of South Africa (RSA). 2000. *Promotion of Equality and the Prevention of Unfair Discrimination Act, Act No.4 of 2000*. Pretoria: Government Printer.

Republic of South Africa (RSA). 2001. *Advisory Board on Social Development Act, Act No. 3 of 2001*. Pretoria: Government Printer.

Republic of South Africa (RSA). 2001. *Treasury Regulations for departments, constitutional institutions and public entities. Issued in terms of the Public Finance Management Act, 1999*. Pretoria: Government Printer.

Republic of South Africa (RSA). 2002. *Mental Health Care Act, Act No. 17 of 2002*. Pretoria: Government Printer.

Republic of South Africa (RSA). 2003. *Broad-Based Black Economic Empowerment Act, Act 53 of 2003*. Pretoria: Government Printer.

Republic of South Africa (RSA). 2003. *Practice note number SCM 4 of 2003. Code of conduct for Supply chain management practitioners*. Pretoria. Government Printers.

Republic of South Africa (RSA). 2004. *Prevention and Combating of Corrupt Activities Act, Act No. 12 of 2004*. Pretoria: Government Printer.

Republic of South Africa (RSA). 2004. *South African Social Security Agency Act, Act No. 9 of 2004*. Pretoria: Government Printer.

Republic of South Africa (RSA). 2004. *Supply chain management a guide for Accounting Officers / Authorities*. Pretoria: Government Printer.

Republic of South Africa (RSA). 2006. *Code of conduct for bid adjudication committees. Supply chain management office*. Pretoria. Government Printers.

Republic of South Africa (RSA). 2006. *Older Persons Act, Act No. 13 of 2006*. Pretoria: Government Printer.

Republic of South Africa (RSA). 2008. *South African Social Security Agency. Code of conduct and ethics*. Pretoria. Government Printers.

Republic of South Africa (RSA). 2009. *Practice note number SCM 7 of 2009/10. Supply chain management: declaration of interest: amendment and augmentation of standard bidding document (SBD 4)*. Pretoria. Government Printers.

Republic of South Africa (RSA). 2010. South African Social Security Service. *Service delivery model*. Pretoria. Government Printer.

Republic of South Africa (RSA). 2011. *Preferential Procurement Regulation [PPR], Preferential Procurement Regulations*. Pretoria: Government Printer.

Republic of South Africa (RSA). 2013. *Protection of Personal Information Act, Act No. 4 of 2013*. Pretoria: Government Printer.

Republic of South Africa (RSA). 2014. *Guideline on irregular expenditure. Office of the Accountant General. National Treasury*. Pretoria: Government Printers.

Republic of South Africa (RSA). 2015. *Public sector supply chain management review*. Pretoria: National Treasury.

Republic of South Africa (RSA). 2016. *Focus on: National Treasury Standard for Infrastructure Procurement and Delivery Management*. Pretoria: Government Printer.

Republic of South Africa (RSA). 2016. *National Treasury. Strategic procurement framework*. Pretoria. Government Printers

Republic of South Africa (RSA). 2018. *Master Service Agreement (MSA) of 2018*. [online] Available at: <https://www.wits.ac.za/media/wits-university/faculties-and-schools/commerce->

law-and-management/research-entities/cals/documents/programmes/bhr/in-court/Service%20Level%20Agreement,%202018.pdf [accessed 08/02/2025].

Republic of South Africa (RSA). 2018. *Public Audit Amendment Act, Act 5 of 2018*. Pretoria: Government Printer.

Republic of South Africa (RSA). 2018. *South African Social Security Agency. SASSA electronic newsletter*. January. Pretoria. Government Printer.

Republic of South Africa (RSA). 2019. *South African Social Security Agency. Strategic plan (2020-2025)*. Pretoria, Government Printer.

Republic of South Africa (RSA). 2020. *National Anti-Corruption Strategy (NACS) 2020-2030*. Pretoria: Government Printer.

Republic of South Africa (RSA). 2020. *South African Social Security Agency. South African Social Security Annual Report 2019/20 financial year*. Pretoria. Government Printer.

Republic of South Africa (RSA). 2021. *South African Social Security Agency. Oracle report in human capital management, current appointed senior management services*. Pretoria. Government Printer.

Republic of South Africa (RSA). 2022. *Judicial Commission of Inquiry into State Capture Report*. Pretoria: Government Printer.

Republic of South Africa (RSA). 2022. *Medium term budget policy statement (MTBPS)*. Pretoria: Government Printer.

Republic of South Africa (RSA). 2022. *South African Social Security Agency. Cession and assignment between SASSA and South African Post Office*. Pretoria: Government Printer.

Republic of South Africa (RSA). 2024. *Public Procurement Act, Act No. 28 of 2024*. Pretoria: Government Printer.

Richard, O.M. (2021). *Automating Procurement (e-Procurement) and its Benefits During the Covid-19 Pandemic*. [online] Available at: <https://independent.academia.edu/martinotundorichard> [accessed 08/02/2025].

Riveraa, A. and Kashiwagi, J. 2016. Identifying the causes of inefficiency and poor performance of the delivery of services. International Conference on Sustainable Design, Engineering and Construction. *Procedia Engineering* 145(2016), pp.1378-1385.

Rodrigues, M., Tavares, A.F. and Araujo, J. 2012. Municipal Service Delivery: The Role of Transaction Cost in the Choice between Alternative Governance Mechanisms. *Local Government Studies*, 38(5), pp.615-638.

Rodríguez Bolívar, M.P., López Hernández, A. and Ortiz Rodríguez, D., 2010. Implementing the balanced scorecard in public sector agencies: An experience in municipal sport services. *Revista Latinoamericana de Administración*, 45, pp.116-139.

Rojas, C.B. 2017. The 7 steps of a strategic procurement process. [online] Available at: <https://www.tradeready.ca/2017/fittskills-refresher/7-steps-of-a-strategic-procurement-process/> [accessed 08/05/2020].

Root, G.N. 2017. *The Importance of Customer Care to an Institution*. Bizfluent.

Rubakula, G., 2014. The new public management and its challenges in Africa. *Public Policy and Administration Research*, 4(4), pp.85-96.

Ruslin, Mashuri, S., Rasak, M.S.S.A., Alhabsyi, F. and Syam, H. 2022. Semi-structured Interview: A Methodological Reflection on the Development of a Qualitative Research Instrument in Educational Studies. *IOSR Journal of Research & Method in Education (IOSR-JRME)*, 12(1), pp.22-29.

Saeed, A., Jun, Y., Nubuor, S.A., Priyankara, H.P.R. and Jayasuriya, M.P.F., 2018. Institutional pressures, green supply chain management practices on environmental and economic performance: A two theory view. *Sustainability*, 10(5), p.1517.

Saeed, K., 2009. Can trend forecasting improve stability in supply chains? A response to Forrester's challenge in Appendix L of Industrial Dynamics. *System Dynamics Review: The Journal of the System Dynamics Society*, 25(1), pp.63-78.

Samuel, A. 2013. *Research Proposal and Ethics Workshop. Lecture 7 Research Philosophy*. [online] Available at: http://samuellearning.org/Research_Proposal_Ethics.html [accessed 08/02/2025].

Sánchez Flores, R. and Serna, G., 2021. *The Impact of COVID-19 on Supply Chain Management* (1st Ed.). England: ProudPen.

Sanchez, A., Lago, A., Ferras, X. and Ribera, J. 2011. Innovation Management Practices, Strategic Adaptation, and Business Results: Evidence from the Electronics Industry. *Journal of Technology Management and Innovation*, 6(2), pp.1-39.

Sarfo, J.O., Debrah, T., Gbordzoe, N.I., Afful, W.T. and Obeng, P., 2021. Qualitative research designs, sample size and saturation: is enough always enough. *Journal of Advocacy, Research and Education*, 8(3), pp.60-65.

Sarimveis, H., Patrinos, P., Tarantilis, C.D. and Kiranoudis, C.T., 2008. Dynamic modeling and control of supply chain systems: A review. *Computers & Operations Research*, 35(11), pp.3530-3561.

- Sarker, S., Chowdury, M.S.U. and Deb, P. 2012. Study of influencing factors of tender evaluation: An evidential reasoning approach. *International Journal of Research in Computer Science*, 2(5), pp.15-20.
- Satishprakash, S. 2020. *Concept of population and sample*. India: Ahmedabad: Rishit Publications.
- Saunders, B., Sim, J., Kingstone, T., Baker, S., Waterfield, J., Bartlam, B., Burroughs, H. and Jinks, C., 2018. Saturation in qualitative research: exploring its conceptualization and operationalization. *Quality & Quantity*, 52, pp.1893-1907.
- Schiele, H., Horn, P. and Vos, B. 2011. Estimating cost-saving potential from international sourcing and other sourcing levers: relative importance and trade-offs. *International Journal of Physical Distribution & Logistics Management*, 41(3), pp.315-336.
- Schoenherr, T. and Mabert, V.A. 2011. An exploratory study of procurement strategies for multi-item RFQs in B2B markets: Antecedents and impact on performance. *Production and Operations Management*, 20(2), pp.214-234.
- Schwabe, T. 2013. *Transaction Cost Economics in Supply Chain Management*. First IBA Bachelor Thesis Conference, June 27th, 2013, Enschede, University of Twente, the Netherlands.
- Seemant, S. 2018. *Research Methodology-Analytical Research*. [online] Available at: https://kupdf.net/download/analytical-search_5b17ccd5e2b6f5d857651653_pdf# [accessed 21/11/2022].
- Seidiaghilabadi, F., Seidiaghilabadi, Z. and Miralmasi, A. 2019. Identifying research gaps in supply chain innovation. In W. Kersten, T. Blecker & C.M. Ringle, C.M. eds. *Artificial intelligence and digital transformation in supply chain management: Innovative approaches for supply chains. Proceedings of the Hamburg International Conference of Logistics (HICL)*, Berlin: epubli GmbH.
- Senona, E., Torkelson, E. and Zembe, W., 2021. *Social protection in a time of Covid: Lessons for a basic income support*. Durham University.
- Serfontein, K. and Hough, J., 2011. Nature of the relationship between strategic leadership, operational strategy and organisational performance. *South African Journal of Economic and Management Sciences*, 14(4), pp.393-406.
- Setino, R. 2018. *Alignment of supply chain management practices with policies and regulations in state-owned entities in South Africa* (Doctoral dissertation). University of South Africa.

Setino, R. and Ambe, I.M. 2016. Supply chain management practices in state-owned enterprises environment. *Risk Governance and Control: Financial Markets and Institutions*, 6(4), pp.380-391.

Shaheen, M. and Pradhan, S., 2019. Sampling in qualitative research. In M. Gupta & M. Shaheen (Eds.), *Qualitative techniques for workplace data analysis* (pp.25-51). Hershey: IGI Global.

Shahidi, F.V., Ramraj, C., Sod-Erdene, O., Hildebrand, V. and Siddiqi, A. 2019. The impact of social assistance programs on population health: A systematic review of research in high-income countries. *BMC Public Health*, 19(2), pp.1-5.

Sharma, M.K., Sushil and Jain, P.K. 2010. Revisiting Flexibility in Institutions: Exploring its Impact on Performance. *Global Journal of Flexible Systems Management*, 11(3), pp 51-68.

Sharma, S. 2018. *PHD 650: Qualitative & Quantitative Methods*. Horizons University, Paris.

Sharma, S.K., Srivastava, P.R., Kumar, A., Jindal, A. and Gupta, S., 2023. Supply chain vulnerability assessment for manufacturing industry. *Annals of Operations Research*, 326(2), pp.653-683.

Shibambu, A. 2024. Transformation of digital government services in the public sector in South Africa. Vol 12, No 1 (2024) AOSIS.

SIGMA. 2016. *Public procurement: Market analysis, preliminary market consultations, and prior involvement of candidates/tenderers. Brief 32*. Paris: OECD Publishing.

Silverio, S.A., Hall, J. & Sandall, J. 2020. Time and Qualitative Research: Principles, Pitfalls, and Perils. January 2020, The Sixth Annual Qualitative Research Symposium: 'Tick Tock: Unpacking Temporal Aspects of Qualitative Inquiry'. pp 1-15.

Singh, F.P. 2019. Sampling Design and Techniques in Research. *International Journal of Management, Technology and Engineering*, 9(1), pp.94-103.

Simone, A. and Balasundharam, V. 2023. Public Procurement in South Africa: Issues and Reform Options. Volume/Issue: Issue 041, Publisher: International Monetary Fund
ISBN: 9798400244339, ISSN: 2958-7875. Pages: 15,
DOI: <https://doi.org/10.5089/9798400244339.018>.

Smit, B., & Scherman, V. (2021). Computer-Assisted Qualitative Data Analysis Software for Scoping Reviews: A Case of ATLAS.ti. *International Journal of Qualitative Methods*, 20.
<https://doi.org/10.1177/16094069211019140> (Original work published 2021).

- Smith, K. and Davies, J. 2010. Qualitative data analysis. In L. Dahlberg & C. McCaig (Eds.), *Practical researcher and evaluation: A start-to finish guide for practitioners* (pp.145-158). London: Sage.
- Smith, S.D. and Thomas, T.F. 2020. *Performance Effects of Strategic Alignment and Clarity*. Wisconsin School of Business.
- Sohel-Uz-Zaman, A.S.M., Anjalin, U., and Khan, I. 2019. Human Capital Management: Understanding Its Implications over the Business. *International Journal of Economics, Finance and Management Sciences*, 7(5), pp.170-177.
- Sombultawee, K., Lenuwat, P., Aleenajitpong, N. and Boon-itt, S., 2022. COVID-19 and supply chain management: a review with bibliometric. *Sustainability*, 14(6), pp.1-21.
- Somjai, S. 2017. Advantages and disadvantages of outsourcing. *The Business and Management Review*, 9(1), pp.157-160.
- Sonjica, N. 2021. *R150m contract awarded to Digital Vibes contravened the Public Finance Management Act: Zweli Mkhize*. Times Live, 26 May.
- Sorooshian, S. and Teck, T.S. 2020. Information Technology for Supply Chain Management: Literature Review. *International Journal of Advanced Trends in Computer Science and Engineering*, 9(1), pp.80-86.
- South African Post Office (SAPO). 2019/20. *Annual Report 2019/20*. Pretoria: Government Printer.
- South African Post Office (SAPO). 2022. *Cession and assignment document between SAPO and Post bank*. SAPO.
- South African Social Security Agency (SASSA). 2021/2022. Annual Performance Plan. Printers? Location?
- South African Social Security Agency (SASSA). 2021-2024. The Demand Management Plan, lists of capital projects that are above the value of R500 000.00.
- South African Social Security Services (SASSA). 2007. Recommendations for the Optimisation Service Delivery Model, BOOK 8 of 13, Service delivery units and roles.
- South African Social Security Services (SASSA). 2010. *South African Social Security Model*. Pretoria: Government Printer.
- South African Social Security Services (SASSA). 2019/20. *Annual Report*. Pretoria: Government Printer.

- South African Social Security Services (SASSA). 2020/21. *Annual Performance Plan (APP)*. Pretoria: Government Printer.
- South African Social Security Services (SASSA). 2020-2025. *Strategic Plan*. Pretoria: Government Printer.
- South African Social Security Services (SASSA). 2021/22. *Annual Report*. Pretoria: Government Printer.
- South African Social Security Services (SASSA). 2021-2024. *Demand Management Plan*. Pretoria: Government Printer.
- South African Social Security Services (SASSA). 2022/23. *Annual Performance Plan (APP) 2022/23*. Pretoria: Government Printer.
- Statistics South Africa (Stats SA). 2019. *Sustainable Development Goals: Country report 2019*. Pretoria: Stats SA.
- Statistics South Africa (Stats SA). 2022. *General Household Survey 2021*. [online] Available at: <https://www.statssa.gov.za/publications/P0318/P03182021.pdf> [accessed 28/07/2023].
- Statistics South Africa (Stats SA). 2022. *Quarterly Labour Force Survey (QLFS) Q4: 2022*. Available at: <https://www.statssa.gov.za/publications/P0211/Presentation%20QLFS%20Q4%202022.pdf> [accessed 16/08/2023].
- Stroinska, E. 2020. New Public Management as a Tool for Changes in Public Administration. *Journal of Intercultural Management*, 12(4), pp. 1-28.
- Sukati, I., Sanyal, S. and Awaain, A.B. 2020. Supply Chain Management Practices and Institutional Performance: An Investigation from Service Industry. *International Journal of Supply Management*, 9(3), pp.207- 213.
- Sundstrom, P. and Tollmar, K. 2018. *Measuring Performance of an Order-to-Delivery Process*. Stockholm: KTH Royal Institute of Technology.
- Surya, L., 2019. Artificial Intelligence in Public Sector. *International Journal of Innovations in Engineering Research and Technology [IJERT]*, 6(8), pp.7-12.
- Swaraj, A., 2019. Exploratory research: Purpose and process. *Parisheelan Journal*, 15(2), pp.665-670.
- Swedberg, R. 2018. *On the use of exploratory research and exploratory studies in social sciences*. Cornell University Press.

- Tabish, S.Z.S. and Jha K.N. 2010. *Lesson learned from irregularities committed in public procurement*. [online] Available at: <https://ippa.org/images/PROCEEDINGS/IPPC4/18TransparencyAccountabilityinProcurement/Paper18-4.pdf> [accessed 08/02/2025].
- Taddele, Y.B. 2019. *Effect of Irregularities in Public Contract Awarding*. [online] Available at: <https://www.abysinnialaw.com/blog/effect-of-irregularities-in-public-contract-awarding> [accessed 10/02/2025].
- Tadelis, S. and Bajari, P., 2006. Incentives and award procedures: competitive tendering vs. negotiations in procurement. In N. Dimitra, G. Piga & G. Spanolo (Eds.), *Handbook of Procurement* (p.39). London: Cambridge University Press.
- Tafadzwa, M and Ruwanika J.M. 2023. Identifying the challenges in SCM: Evidence from Mangaung Metropolitan Municipality. *Cogent Business and management*, 10(2). <https://doi.org/10.1080/23311975.2023.2217640>
- Taherdoost, H. 2016. Sampling Methods in Research Methodology; How to Choose a Sampling Technique for Research. *International Journal of Academic Research in Management (IJARM)*, 5(2), pp.18-27.
- Taherdoost, H. 2021. Data Collection Methods and Tools for Research; A Step-by-Step Guide to Choose Data Collection Technique for Academic and Business Research Projects. *International Journal of Academic Research in Management (IJARM)*, 10(1), pp.10-38.
- Taherdoost, H. 2022. What are Different Research Approaches? Comprehensive Review of Qualitative, Quantitative, and Mixed Method Research, Their Applications, Types, and Limitations. *Journal of Management Science & Engineering Research*, 5(1), pp.53-63.
- Taherdoosta, H. and Brard, A. 2019. Analysing the Process of Supplier Selection Criteria and Methods. The 12th International Conference Inter-disciplinarity in Engineering. *Procedia Manufacturing*, 32(2019). pp.1024-1034.
- Tal, A.B., Ghaoui, L.E. & Nemirovski, A. 2009. *Robust Optimization*. London: Princeton University Press.
- Tallon, P. P. and Pinsonneault, A. 2011. Competing Perspectives on the Link between Strategic Information Technology Alignment and Institutional Agility: Insights from a Mediation Model. *MIS Q*, 35(2), pp.463-486.
- Tayauova, G. 2012. Advantages and Disadvantages of Outsourcing: Analysis of Outsourcing Practices of Kazakhstan banks. *Procedia - Social and Behavioral Sciences*, 41(2012), pp.188-195.

Teece, D., Peteraf, M. and Leih, S. 2016. Dynamic capabilities and institutional agility: Risk, uncertainty, and strategy in the innovation economy. *California Management Review*, 58(4), pp.13-35.

Thai, K.V. and Drabkin, D.A., 2012. US federal government procurement: Structure, process and current issues. In L. Knight, C. Harland, J. Telgen, K.V. Thai, G. Callender & K. McKen (Eds.), *Public Procurement* (pp. 117-131). New York: Routledge.

Thamm, M. 2017. SASSA gate reloaded: CEO Magwanza fired as Dlamini sets SASSA on course for another crises. Daily Maverick article, South Africa.

Thatte, A.A., Rao, S.S. and Ragu-Nathan, T.S. 2013. Impact of SCM practices of a firm on supply chain responsiveness and competitive advantage of a firm. *Journal of Applied Business Research (JABR)*, 29(2), pp.499-530.

Theron, P.M. 2015. Coding and data analysis during qualitative empirical research in Practical Theology. *In die Skriflig*, 49(3), pp.1-9.

Tiba, T.I. 2011. *Data editing and coding in quantitative and qualitative research*. Available at: https://www.academia.edu/11882335/Data_editing_and_coding_in_quantitative_and_qualitative_research [accessed 17/01/2025].

Țicu, D. 2020. New tendencies in public administration: from the new public management (NPM) and new governance (NG) to e-government. *MATEC Web of Conferences*, 342, p.08002., 08002. UNIVERSITARIA SIMPRO 2021. Available at: https://www.matec-conferences.org/articles/mateconf/pdf/2021/11/mateconf_simpro21_08002.pdf [accessed 17/01/2025]

Ton, A.D., Szabó-Szentgróti, G. and Hammerl, L., 2022. Competition within cross-functional teams: A structural equation model on knowledge hiding. *Social Sciences*, 11(1), DOI:10.3390/socsci11010030.

Toral, G., 2024. The benefits of patronage: How political appointments can enhance bureaucratic accountability and effectiveness. *American Journal of Political Science*, 68(2), pp.797-815.

Toyin, A.I. 2012. Supply Chain Management (SCM) Practices in Nigeria Today: Impact on SCM Performance. *European Journal of Business and Social Sciences*, 1(6), pp.107-115, September 2012.

Tremblay, P. and Boyle, A. 2018. *Literature Review on Public Procurement: Theories, evidence and implications for regional Australia: Prepared background analysis for the Regional Australia Institute*. Regional Australia Institute.

- Trochim, W.M.K. 2009. Data Preparation. In W.M. Trochim, J.P. Donnelly & K. Arora (Eds.), *Research Methods Knowledge Base* (2nd Ed., pp.2877-290). Australia: Cengage Learning.
- Tukamuhabwa B.R. 2012. Antecedents and consequences of public procurement noncompliance behavior. *Journal of Economics and Behavioral Studies*, 4(1), pp.34-46.
- UKEssays. 2018. *Importance of Customer Care*. [online] Available at: <https://www.ukessays.com/essays/marketing/importance-of-customer-care-marketing-essay.php?vref=1> [accessed 08/02/2025].
- United Nations Development Programme (UNDP) 2007. *Contract, Asset and Procurement Management User Guide*. [online] Available at: <http://content.undp.org/go/userguide/cap/procurement> [accessed 08/02/2025].
- United Nations Development Programme (UNDP). 2014. *The impacts of social AND economic inequality on economic development in South Africa*. New York: UNDP.
- United Nations Office on Drugs and Crime (UNODC). 2020. *Good Practices Compendium on Combating Corruption in the Response to COVID-19*. G20 Saudi Arabia, Riyadh summit 16 October 2020.
- United Nations Procurement Manual (UNPM). 2020. *Department of operational support office of supply chain management procurement division*. New York: UN.
- Utomoa, K.Y., Siswantib, I., Azisc, N. and Prowanta, E. 2021. Determinant Factors Affecting Performance of Supply Chain in Pulp and Paper Industries during Pandemic Era in Indonesia. *Turkish Journal of Computer and Mathematics Education*, 12(3), pp.4406-4409
- Van der Waladt, G., 2017. Theories for research in Public Administration. *African Journal of Public Affairs*, 9(9), pp.183-202.
- Van der Westhuizen, M. and Swart, I. 2015. The struggle against poverty, unemployment and social injustice in present-day South Africa: Exploring the involvement of the Dutch Reformed Church at congregational level. *Stellenbosch Theological Journal*, 1(2), pp.731-759.
- van Esch, P. and van Esch, L.J. 2013. Justification of a Qualitative Methodology to Investigate the Emerging Concept: The Dimensions of Religion as Underpinning Constructs for Mass Media Social Marketing Campaigns. *Journal of Business Theory and Practice*, 1(2), pp.214-243.
- Van Oosterhout, M., 2015. *Business agility and information technology in service organisations* (Doctoral dissertation). Erasmus University Rotterdam.

- Van Veldhoven, Z. and Vanthienen, J., 2022. Digital transformation as an interaction-driven perspective between business, society, and technology. *Electronic Markets*, 32(2), pp.629-644.
- Vangala, R.N.K. Banerjee, A. and Hiremath, B. 2017. *An association between information and communication technology and agriculture knowledge management process in Indian milk cooperatives and non-profit institutions: an empirical analysis*. arXiv preprint arXiv:1702.03621.
- Varma, C. 2018. Importance of employee motivation & job satisfaction for institutional performance. *International Journal of Social Science & Interdisciplinary Research (IJSSIR)*, 6(2), pp.10-20.
- Varma, D.T. and Khan, D.A., 2014. Information technology in supply chain management. *Journal of Supply Chain Management Systems*, 3(3), pp.35-46.
- Varone, F., Ingold, K. and Fischer, M., 2019. Policy networks and the roles of public administrations. In A. Ladner, E. Yves, S. Nathrath, N. Soguel & S. Weerts (eds.), *Swiss Public Administration: Making the State Work Successfully* (pp.339-353). Cham: Springer.
- Vartak, S. and Sapre, A. 2020. An Overview of Predictive Analysis: Techniques and Applications. *International Journal for Research in Applied Science & Engineering Technology (IJRASET)*, 8(11), pp.652-662.
- Vasileiou, K., Barnett, J., Thorpe, S. and Young, T. 2018. Characterising and justifying sample size sufficiency in interview-based studies: Systematic analysis of qualitative health research over a 15-year period. *BMC Medical Research Methodology*, 18, pp.1-18.
- Vyas-Doorgapersad, S., 2011. Paradigm shift from new public administration to new public management: Theory and practice in Africa. *TD: The Journal for Transdisciplinary Research in Southern Africa*, 7(2), pp.235-250.
- Wadesango, N., Mhaka C., Chikomo, T. and Wadesango V.O. 2018. Causes of Poor Service Delivery and the Feasibility of Outsourcing to Improve Services in Local Authorities. *Journal of Economics and Behavioural Studies*, 10(2), pp.188-198.
- Waljee, A.K., Higgins, P.D. and Singal, A.G., 2014. A primer on predictive models. *Clinical and Translational Gastroenterology*, 5(1), DOI:10.1038/ctg.2013.19.
- Walwyn, D. and Chan, A. 2019. *Research guide for masters and doctoral students in the graduate school of technology management. GSTM Research Guide*. University of Pretoria.

- Watermeyer, R., Nevin, G. and Langenhoven, K., 2012. The supply chain management system for the delivery and maintenance of infrastructure by organs of state: infrastructure delivery. *Civil Engineering= Siviele Ingenieurswese*, 2012(6), pp.51-58.
- Wea, K.N. and Kuki, A.D., 2021, March. Students' perceptions of using Microsoft Teams application in online learning during the Covid-19 pandemic. *Journal of Physics: Conference Series*, 1842(1), p.012016.
- Wellenbrock, M., 2013. *Theoretical basis of supply management: the network theory in supply management*. [online] Available at: https://essay.utwente.nl/63478/1/Bachelor_thesis_Maike_Wellenbrock_s1136488.pdf [accessed 10/02/2025].
- Wieder, B., Booth, P., Matolcsy, Z.P. and Ossimitz, M. 2006. The impact of ERP systems on firm and business process performance. *Journal of Enterprise Information Management*, 19(1), pp.13-29.
- Williams, C. 2007. Research Methods. *Journal of Business & Economic Research*, 5(3), pp.65-72.
- Williamson, O.E. 1979. Transaction-cost economics: The governance of contractual relations. *Journal of Law and Economics*, 22, pp.233-261.
- Williamson, O.E. 2008. Outsourcing: Transaction cost economics and supply chain management. *Journal of Supply Chain Management*, 44(2), pp.5-16.
- Williamson, O.E. 2010. *The Elgar companion to transaction cost economics*. Cheltenham: Edward Elgar Publishing Limited.
- Wimalaratne, P.L.I. and Kulatunga, U., 2022. A methodology to study the complexity of buildability in construction projects: Phenomenological research perspective. In: Y.G. Sandanayake, S. Gunatilake & K.G.A.S. Waidyasekara (Eds.), *Proceedings of the 10th World Construction Symposium*, 24-26 June 2022, Sri Lanka. (Online). pp.14-26.
- Wiseman, J. 2017. Improving Service Delivery through Information Integration: Building a Single View of the Citizen. Inter-American Development Bank, (5), pp.1-41.
- Wolf, S., 2019. Year 3 follow-up of the 'Quality Preschool for Ghana' interventions on child development. *Developmental Psychology*, 55(12), p.2587.
- World Bank Group. 2016. *Improving public sector performance through innovation and inter-agency coordination, case study from the global report, Rwanda: Pioneering e-Procurement in Africa*. Washington, DC: The World Bank.
- World Bank. 2012. *Connecting to compete 2012 : trade logistics in the global economy - the logistics performance index and its indicators*. Washington, DC: The World Bank.

World Bank. 2018. *Overcoming poverty and inequality in South Africa: An Assessment of Drivers, Constraints and Opportunities 2018 International Bank for Reconstruction and Development*. Washington, DC: The World Bank.

World Health Organisation (WHO). 2015. *Procurement Strategy. Programme Committee. Preliminary Report: First World Health Assembly*. [online] Available at: http://apps.who.int/iris/bitstream/10665/98392/1/WHA1_Prog-66_eng.pdf?ua=1 [accessed on 13/04/2015].

Yahaya, M. L., Oyediran, O.S. and Onukwube, H.N. 2019. Evaluating Factors Affecting Transaction Costs of Contractors in Public Procurement in Nigeria: PLS-SEM Approach. *FUTY Journal of the Environment*, 13(1), pp.46-64.

Yin, W. and Ran, W., 2021. Theoretical exploration of supply chain viability utilizing blockchain technology. *Sustainability*, 13(15), p.8231.

Yornu, I.K. 2020. Procurement Performance on Service Delivery. *African Journal of Procurement, Logistics & Supply Chain Management. AJPLSCM*, 1(3), pp.57-72.

Yusuf, Y., Hawkins, A., Musa, A., El-Berishy, N., Schulze, M. and Abubakar, T., 2014. Ethical supply chains: analysis, practices and performance measures. *International Journal of Logistics Systems and Management*, 17(4), pp.472-497.

Zahra, S.A., Hayton, J.C., Neubaum, D.O., Dibrell, C. and Craig, J., 2008. Culture of family commitment and strategic flexibility: The moderating effect of stewardship. *Entrepreneurship Theory and Practice*, 32(6), pp.1035-1054.

Zait, D. and Zait, A., 2009. Research anticipation: The methodological choice. *Revista de Management Comparat International*, 10(5), pp.902-910.

Zakrzewska-Bielawska, A., 2018. The relationship between managers' network awareness and the relational strategic orientation of their firms: Findings from interviews with Polish managers. *Sustainability*, 10(8), <https://doi.org/10.3390/su10082691>.

Zehir, C., Findikli, M.A., Çeltekliligil, K. and Afacan Findikli, M., 2019. Resource dependence theory, firm performance and producers-suppliers relationships. *European Proceedings of Social and Behavioural Sciences*, 54, pp.161-172.

Zemzam, A., Maataoui, M.E., Hlyal, M., Alami, J.E. and Alami, N.E., 2017. Inventory management of supply chain with robust control theory: literature review. *International Journal of Logistics Systems and Management*, 27(4), pp.438-465.

Zemzam, A., Maataoui, M.E., Hiyal, M., Alami, J.E. and Alami, N.E. 2017. Inventory management of supply chain with robust control theory: literature review. *Int. J. Logistics Systems and Management*, 27(4), pp.438-465.

Zhou, Y. and , Tang, U. 2018. Application of Cloud Computing Technology on Computer Secure Storage. 3rd International Workshop on Materials Engineering and Computer Sciences (IWMECS 2018). *Advances in Computer Science Research*, volume 78, pp 110-113.

Zindi, B. and Sibanda, M.M. 2022. Barriers to effective supply chain management: The case of a metropolitan municipality in the Eastern Cape, *Journal of Local Government Research and Innovation*, 3(0), a54. <https://doi.org/10.4102/jolgri.v3i0.54>.

Zitha, H.E., Sebola, M.P. and Mamabolo, M.A. 2016.Compliance to procurement processes, deviant behaviour and effects on service delivery in the public sector. *Journal of Public Administration and Development Alternatives*, 1(1), pp.59-76.

Zogning, F. 2017. Agency Theory: A Critical Review. *European Journal of Business and Management*, 9(2), pp.1-8.

Zondo, R.M.M. 2023. *Judicial Commission of Inquiry into Allegations of State Capture, Corruption and Fraud in the Public Sector including Organs of State Report: Part 1 Vol. 1: South African Airways and its Associated Companies*. Chairperson: Justice R.M.M. Zondo, Chief Justice of the Republic of South Africa.

APPENDICES

APPENDIX A: ETHICAL APPROVAL FROM UFS



GENERAL/HUMAN RESEARCH ETHICS COMMITTEE (GHREC)

21-Nov-2023

Dear Mr Mohodi Tsosane

Application Approved

Research Project Title:

Supply chain management and service delivery in the South African Social Security Agency

Ethical Clearance number:

UFS-HSD2023/1794

We are pleased to inform you that your application for ethical clearance has been approved. Your ethical clearance is valid for twelve (12) months from the date of issue. We request that any changes that may take place during the course of your study/research project be submitted to the ethics office to ensure ethical transparency. Furthermore, you are requested to submit the final report of your study/research project to the ethics office. Should you require more time to complete this research, please apply for an extension. Thank you for submitting your proposal for ethical clearance; we wish you the best of luck and success with your research.

Yours sincerely

Dr Adri Du Plessis

Chairperson: General/Human Research Ethics Committee

205 Nelson Mandela
Drive
Park West
Bloemfontein 9301
South Africa

P.O. Box 339
Bloemfontein 9300
Tel: +27 (0)51 401
9337
duplessisA@ufs.ac.za
www.ufs.ac.za



APPENDIX A1: EXTENSION ETHICAL APPROVAL FROM UFS



GENERAL/HUMAN RESEARCH ETHICS COMMITTEE (GHREC)

24-Jan-2025

Dear Mr Mohodi Tsoane

Continuation/Report Approved

Research Project Title:

Supply chain management and service delivery in the South African Social Security Agency

Ethical Clearance number:

UFS-HSD2023/1794/5

We are pleased to inform you that the application to extend your ethical clearance has been approved. Your ethical clearance is valid for twelve (12) months from the date of issue. We request that any changes that may take place during the course of your study/research project be submitted to the ethics office to ensure ethical transparency. Furthermore, you are requested to submit the final report of your study/research project to the ethics office. Should you require more time to complete this research, please apply for an extension. Thank you for submitting your proposal for ethical clearance; we wish you the best of luck and success with your research.

Yours sincerely

Dr Adri Du Plessis

Chairperson: General/Human Research Ethics Committee

Dr Adri
du
Plessis

Digitally signed by Dr
Adri du Plessis
Date:
2025.01.26
18:51:54
+02'00'

205 Nelson Mandela Drive PO Box 339
Park West Bloemfontein 9600
South Africa Tel: +27 (0)51 401 9337
adyplessis@ufs.ac.za
www.ufs.ac.za



APPENDIX B: CONFIRMATION LETTER FROM UFS TO SASSA



Dear Mr B Tsosane

APPROVAL LETTER TO CONDUCT RESEARCH AT THE SOUTH AFRICAN SOCIAL SECURITY AGENCY (SASSA).

Your request to conduct research into “Supply chain management and service delivery at the South African Social Security Agency (SASSA)” is acknowledged.

SASSA recognises the critical role research plays in informing and supporting its operations. The Agency believes that your research findings will enhance its knowledge on this subject. In line with this belief, permission is hereby granted for you to conduct research within the Agency.

This approval letter should be presented when interacting with SASSA officials for purpose of collecting data. The following conditions must be noted and adhered to:

- SASSA cannot instruct its officials to participate in the research. Participation of officials in the research will be voluntary.
- SASSA documents viewed and used in the research remain the property of SASSA and may only be taken out of SASSA premises with permission from relevant authority.
- All collected data should be kept confidential throughout the study.
- All provisions of the Protection of Personal Information Act and research ethics must be adhered to at all times.
- Upon completion of your study, SASSA expects a submission and presentation of your findings on a date that will be arranged.
- SASSA will not take any responsibility for any injury or anything that can happen to you in the process of conducting your research in its premises.

Please note that Mr Sipiwe Sakela will be your interim contact person until a permanent research assistant is appointed. You can contact him on 012 400 2305 / 082 661 5041 / sipiwes@sassa.gov.za should you require any information.

SASSA wishes you well on your academic journey.

Kind regards,


.....
Ms. B. Memela- Khambula
Chief Executive Officer
Date: 25/01/2023

APPENDIX C: PERMISSION LETTER TO SASSA TO CONDUCT RESEARCH

UNIVERSITY OF THE
FREE STATE
UNIVERSITEIT VAN DIE
VRYSTAAT
YUNIVESITHI YA
FREISTATA



UFS·UV
ECONOMIC AND
MANAGEMENT SCIENCES
EKONOMIESE EN
BESTUURSWETENSAPPE

Dear Ms. Memela-Khambule

I am doing research and would like to request permission to conduct my research at the South African Social Security Agency.

DATE: 2023

TITLE OF THE RESEARCH PROJECT

Supply chain management and service delivery in the South African Social Security Agency.

PRINCIPAL INVESTIGATOR / RESEARCHER(S) NAME(S) AND CONTACT NUMBER(S):

Mohodi Ben Tsosane 1994442380 083 996 3854

FACULTY AND DEPARTMENT:

Economic and Management Sciences

Public Administration and Management

STUDYLEADER(S) NAME AND CONTACT NUMBER:

Prof Chris Hendriks (Promoter)

051 401 3040/ 082 819 1471

Dr Basie Olivier (Co-promoter)

072 150 9464



WHAT IS THE AIM / PURPOSE OF THE STUDY?

The main purpose of this research is to expand the body of knowledge in respect of supply chain management (SCM) practices and the identification of challenges that affect service delivery programmes in SASSA and in the discipline of public administration and management in general. The study will further add value to the positive application of SCM practices and implementation thereof in public sector institutions such as SASSA. The aim of the study is to determine whether the manner in which the supply chain is implemented and managed decelerate service delivery programmes in SASSA. The study will investigate SCM practices and implementation in SASSA that are suspected to cause higher irregular, fruitless, and wasteful expenditure, which resulted in the deceleration of important service delivery programmes.

WHO IS DOING THE RESEARCH?

I, Mohodi Ben Tsosane, am an employee of the South African Social Security Agency (SASSA) in the Free State region and is enrolled for a PhD (Public Management and Administration) degree at the University of the Free State. In order to complete my studies, I hereby request permission from SASSA to allow the participation of the selected employees (as listed below) in self-administered questionnaires and/or semi-structured interviews. The questionnaires and interviews are an important phase of my research to complete my studies.

HAS THE STUDY RECEIVED ETHICAL APPROVAL?

This letter seeks your approval to collect data, which is a requirement for ethical approval

Approval number: N/A

WHY ARE YOUR INSTITUTION/ORGANISATION/COMPANY INVITED TO TAKE PART IN THIS RESEARCH PROJECT?

The researcher has selected a sample of 50 members of senior management services (SMS) out of a potential population of 105 members of SMS in SASSA. The criteria used for selection is that the SMS members are the programme heads and cost centre managers in SASSA, meaning they are tasked and mandated to implement programmes within the strategic and operational plan. Furthermore, in terms of the budget, financial allocations are according to their programmes as cost centre managers. They are responsible for the implementation of service delivery programmes. The target population is



members of the senior management service (SMS) in SASSA. From the current three sphere operating model of SASSA, 50 SMS members (general managers and senior managers) will be selected as a sample from the following categories; Members of senior management (Head Office) = 15 .Members of senior management (Regional Offices) = 20. Members of senior management (District Offices) = 15.

WHAT IS THE NATURE OF PARTICIPATION IN THIS STUDY?

The study involves semi-structured interviews. For this purpose an interview guide will be compiled. During the interviews questions will be asked that seek to find answers as to what challenges are experienced with supply chain management and how this impact on service delivery. The expected duration of an interview will approximately be one hour.

WHAT ARE THE POTENTIAL BENEFITS OF TAKING PART IN THIS STUDY?

In view of the fact that the study will draw on information which had been gathered from worldwide sources, the Supply Chain Management framework that will be developed and suggested for SASSA encompasses quality assurance practices from the global world. Accounting Officers will benefit from best SCM practices that will enjoy national and international recognition and practice; while society will also benefit from responsive and agile public sector. The institutions and students who are still to join the public sector will find the study useful and be able to refer to the study in their future endeavours. Finally, it is envisaged that the study will stimulate debates on SCM best practices, and empower researchers to participate in related studies.

WHAT IS THE POTENTIAL RISKS TAKING PART IN THIS STUDY?

The first risk could be the non- availability of participants due to the fear of their information to be divulged suspecting of lack of confidentiality in the process. To mitigate this risk the researcher shall introduce a consent form for participants and in the consent form there shall be clause stipulating that the researcher shall commit and undertake to confirm that information gathered will be treated with the necessary confidentiality, no names of participants shall be disclosed to any person. The second risk relate to selected members working from home as is the case since the advent of Covid-19 coronavirus particularly those members who are classified as high risks. The mitigation of this risk, the researcher will use the visual platform i.e. Microsoft teams or Zoom platform, where there is no need for face to face interviews to be performed such platforms shall allow interviews to take place at the comfort of their places.



WILL THE INFORMATION BE KEPT CONFIDENTIAL?

I undertake to ensure the following:

- *that the findings of this research will be used solely for the stated academic purposes.*
- *that the names of the participants will not be divulged to anyone under no circumstances.*
- *that information gathered will be treated with the necessary confidentiality.*

HOW WILL THE INFORMATION BE STORED AND ULTIMATELY DESTROYED?

Hard copies of answers will be stored by the MB Tsosane for a period of five years in a locked cupboard/filing cabinet in my house 54 Koringspruit Street Uitsig Bloemfontein. For future research or academic purposes; electronic information will be stored on a password protected computer. Future use of the stored data will be subject to further Research Ethics Review and approval if applicable.

WILL THERE BE PAYMENT OR ANY INCENTIVES FOR PARTICIPATING IN THIS STUDY?

Payment or any incentives to the participants are not applicable

HOW WILL THE INSTITUTION / ORGANISATION / COMPANY BE INFORMED OF THE FINDINGS / RESULTS OF THE STUDY?

If you would like to be informed of the final research findings, please contact Mohodi Ben Tsosane on 051 410 8545 or 083 996 3854 email address Mohodit@gmail.com. Should you have concerns about the way in which the research has been conducted, you may contact <insert supervisor's contact details here, including email, internal phone number and fax number Prof Chris Hendriks 051 401 3040/ 082 819 1471, email address: . HendriksCJ@ufs.ac.za.

Yours sincerely

Mr. Mohodi Ben Tsosane

Student at University of the Free State

Student number: 1994442380



APPENDIX D: APPROVAL LETTER FROM SASSA CEO TO CONDUCT RESEARCH



Dear Mr B Tsosane

APPROVAL LETTER TO CONDUCT RESEARCH AT THE SOUTH AFRICAN SOCIAL SECURITY AGENCY (SASSA).

Your request to conduct research into “Supply chain management and service delivery at the South African Social Security Agency (SASSA)” is acknowledged.

SASSA recognises the critical role research plays in informing and supporting its operations. The Agency believes that your research findings will enhance its knowledge on this subject. In line with this belief, permission is hereby granted for you to conduct research within the Agency.

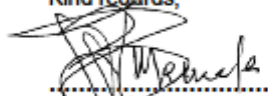
This approval letter should be presented when interacting with SASSA officials for purpose of collecting data. The following conditions must be noted and adhered to:

- SASSA cannot instruct its officials to participate in the research. Participation of officials in the research will be voluntary.
- SASSA documents viewed and used in the research remain the property of SASSA and may only be taken out of SASSA premises with permission from relevant authority.
- All collected data should be kept confidential throughout the study.
- All provisions of the Protection of Personal Information Act and research ethics must be adhered to at all times.
- Upon completion of your study, SASSA expects a submission and presentation of your findings on a date that will be arranged.
- SASSA will not take any responsibility for any injury or anything that can happen to you in the process of conducting your research in its premises.

Please note that Mr Sipiwe Sakela will be your interim contact person until a permanent research assistant is appointed. You can contact him on 012 400 2305 / 082 661 5041 / siphwes@sassa.gov.za should you require any information.

SASSA wishes you well on your academic journey.

Kind regards,


.....
Ms. B. Memela- Khambula
Chief Executive Officer
Date: 25/01/2023

APPENDIX E: ADDENDUM TO APPROVAL LETTER FROM SASSA CEO TO CONDUCT RESEARCH



Enquiries: S Sakela

Tel: 012 400 2305

ADDENDUM TO THE APPROVAL LETTER TO CONDUCT RESEARCH WITHIN SASSA

The CEO of SASSA granted permission for you to conduct research within the Agency as per the letter dated 25/01/2023. This permission entails the following:

- Granting you access to the SASSA Human Resource Management Information System (HRMIS), through appropriate channels.
- Access to the database of employees (Senior Managers) that you intend to interview in order to collect the data.
- To contact your target population using the contact details (telephone as well as e-mail addresses) available on the HRMIS.

An internal communication will be sent to all staff within SASSA informing them of your research and the permission granted to you to conduct the research.

The communication will, however, clearly explain that participation in the study is voluntary and information gathered through interviews or other forms of data collection methods will be kept confidential.

Kind regards

S Sakela
Manager: Human Capital Development

30/03/2023

APPENDIX F: RESEARCH STUDY INFORMATION LEAFLET



RESEARCH STUDY INFORMATION LEAFLET AND CONSENT FORM

DATE

20 June 2023

TITLE OF THE RESEARCH PROJECT

Supply chain management and service delivery in the South African Social Security Agency

PRINCIPAL INVESTIGATOR / RESEARCHER(S) NAME(S) AND CONTACT NUMBER(S):

Mohodi Ben Tsosane *1994442380* *0839963854*

FACULTY AND DEPARTMENT:

Name of Faculty: Economic and Management Sciences

Name of Department: Public Administration and Management

STUDYLEADER(S) NAME AND CONTACT NUMBER:

Name of Study Leader (Professor Chris Hendriks)

Contact number 051 401 3040/ 082 819 1471

WHAT IS THE AIM / PURPOSE OF THE STUDY?

The aim of the study is to determine whether the manner in which the supply chain is implemented and managed decelerate service delivery programmes. and It is against this backdrop that the study will investigate SCM practices and implementation in SASSA that are suspected to cause higher irregular, fruitless, and wasteful expenditure, which resulted in the deceleration of important service delivery programmes.

WHO IS DOING THE RESEARCH?

Mohodi Ben Tsosane is doing the research. He is working at SASSA currently acting as the Regional Executive Manager: Free State and Northern Cape regions. I wish to do this project in order to assist public sector institutions with solutions to the problems of delay or none provisioning of service delivery due to inadequate application and implementation of SCM policies and procedures.

HAS THE STUDY RECEIVED ETHICAL APPROVAL?

No, this process seeks to source approval

Approval number: N/A

WHY ARE YOU INVITED TO TAKE PART IN THIS RESEARCH PROJECT?

In the study, the researcher has selected a sample of 50 members of senior management services (SMS) out of a potential population of 105 members of SMS in SASSA. The criteria used for selection is that the SMS members are the programme heads and cost centre managers in area of their responsibilities, meaning they are tasked and mandated to implement projects or programmes as indicated in the strategic and operational plan. Furthermore, in terms of the budget, financial allocations are allocated according to the approved annual performance plan and operational plans. The senior management are then required to sign the performance agreement in line with the annual performance and operational plans targets. It is against this background that the researcher so it fit to target the members of senior management services as the custodians of service delivery projects or programmes. These members are categorised according to the SASSA operating model of service delivery i.e. Head Office, Regional Offices and District Offices; Senior Management Service members in head office of SASSA are the policy initiators. Therefore, 37% share of this targeted population is from the policy makers. These members are randomly selected; all the 41 members are legible however, any 15 members will be limited to head office. The regional offices across the country is the second biggest share of 43% because its intention is to support districts in the implementation of programmes. These members will be randomly selected, all the 46 members are legible however any 20 members will be limited to regional offices and lastly District offices are at the cold face of service delivery hence represents an 83% share of the sample. These members will be randomly selected, all the 18 members are legible however any 15 will be limited to district offices Vasileiou *et al.* (2018:2) advise that studies conducted with individual interviews should be limited to a number not exceeding 50 interviews in order to manage the difficult task of analysing the data. Therefore, the total number selected is 50 SMS members.

WHAT IS THE NATURE OF PARTICIPATION IN THIS STUDY?

The selected qualitative data collection instruments, namely semi-structured interviews, will be used to collect data. The study will allow face to face meetings with participants where appropriate otherwise the MS teams will be organised for members who are in different regions or provinces at the suitable time suggested by the participants. In all these interaction recording devices will be arranged and operationalized. The estimated time for the duration of the interviews is approximately an average of 30 minutes per participants. In this study the risks anticipated could be none adherence to the consent however this will be mitigated by rescheduling if allowed and or replacement if participant is no longer interested to participate. The questions to be asked during the interview are

related to SCM in relation to service delivery programmes. Amongst others some of the questions are as follows:

1. What are the most important aspects of SCM that can influence performance? Can you list them and explain why?
2. What do you believe are the most valuable skills that are needed in SCM? Can you list them and explain why?
3. Can you tell us about any involvement you have had with SCM practitioners in your environment?
4. Give an example of a service provider you have used who has been a help to you in your role?
5. What aspect of SCM processes do you favour the least? Please list them and explain why?
6. What sources of information do you use to keep your skills updated and relevant about SCM?
7. Tell me about the things in SCM that you like most? Please list them and explain why?
8. How much influence does SCM has in the performance of service delivery programmes in SASSA?
9. Do you find some SCM requirements not flexible? If so, in what areas?
10. Do you have any obstacles in SCM limiting you from achieving your service delivery programmes? Can you tell me about them?
11. In your own view, how SCM practitioners should have, hold educationally?
12. How often should the SCM practitioners be attending trainings?
13. Explain the kind of professional relationship between SCM and end-user should have?
14. Do you understand SCM policies and what are meant to achieve in government, please explain your understanding?
15. Is automation of SCM processes the right way to go? What benefit will it bring?

CAN THE PARTICIPANT WITHDRAW FROM THE STUDY?

This is a voluntary participation, participants are under no obligation to consent to participation and no penalty is imposed to participants due to non- participation. Being in this study is voluntary and you are under no obligation to consent to participation. Should you decide to take part in this study, you will be given this information sheet to keep and be asked to sign a written consent form. You are free to withdraw at any time and without giving a reason. It is important for the participants to know that withdrawal will not be allowed after the completion of the interview.

WHAT ARE THE POTENTIAL BENEFITS OF TAKING PART IN THIS STUDY?

This research will expand the body of knowledge in respect of the SCM practices and implementation on deceleration of service delivery programmes and in the discipline of public administration and management in general. The study will further add value i.e., Positive contribution of best SCM practice and implementation to public sector institutions and SASSA in particular by identifying congestion in SCM practices and implementation on the performance of the institution. Furthermore, improvement in SCM performance may lead to reduced costs of procurement, thus leading to the satisfaction of both the cost centre and the end customer. This study will address an important issue of concern in SCM namely SCM practices and implementation as this qualitative study, focusing on the members of senior management services, is the first of its kind in South Africa. The value of this study may be found in the endeavour to address the possible gap with regard to existing SCM processes and practices in public sector. Furthermore, it is hoped that the study will make a meaningful contribution to the establishment and improvement of practices in SASSA as well as improve the awareness of the best practices in SCM in the public sector in order to improve services delivery in South Africa. The value of the study is also to be found in the fact that it will still offer research findings that will not only of interest to, but which will hopefully, attract the attention of the public sector in general, policy- and decision-makers and those who are charged with the responsibility of SCM policy development.

APPENDIX G: INFORMED CONSENT



CONSENT TO PARTICIPATE IN THIS STUDY

I, _____ (participant name), confirm that the person asking my consent to take part in this research has told me about the nature, procedure, potential benefits and anticipated inconvenience of participation.

I have read (or had explained to me) and understood the study as explained in the information sheet. I have had sufficient opportunity to ask questions and am prepared to participate in the study. I understand that my participation is voluntary and that I am free to withdraw at any time without penalty (if applicable). I am aware that the findings of this study will be anonymously processed into a research report, journal publications and/or conference proceedings.

I agree to the recording of the *semi-structured interviews as a data collection method*.

I have received a signed copy of the informed consent agreement.

Full Name of Participant: _____

Signature of Participant: _____ Date: _____

Full Name(s) of Researcher(s): Mohodi Ben Tsosane

Signature of Researcher: _____ Date: _____

APPENDIX H: INTERVIEW GUIDE

CONDUCTING SEMI-STRUCTURED INTERVIEWS: A GENERAL GUIDELINE FOR Mr. MOHODI TSOSANE AS INTERVIEWER.

Semi-structured interviews are open-ended questions where discussions are recorded for the purpose of proper and correct collection of data. The researcher conducts these formal interviews with a predetermined set of questions covering the scope of the project study. In doing these interviews, the researcher is allowed to consult, where necessary, the interview guide. The use of the interviewing guide is to ensure that there is professionalism in the session and all parties are obliged to adhere to the guidelines taken as terms of reference for the session.

A. Conducting the interviews:

In preparation Mr Tsosane as the interviewer will:

1. make sure that he prepared to handle the interviews well and professionally.
2. study the questions to be asked and agree that they are well drafted to gather the relevant data.
3. have knowledge of the participants, their position and responsibilities in SASSA.
4. where appropriate, have informal meetings (MS Teams meetings, phone call, emails etc.) with the interviewee that precedes the formal interview.

B. Before the interview Mr Tsosane will:

1. do spot checks to ensure that tools of trade are ready before the start of the meeting e.g., recording devices, MS Teams, notebooks etc.
2. suggests a suitable place or method to use that will ensure that participants feel comfortable, relaxed and free to speak.
3. when arranging the interview, suggests the time and place to accommodate the participants challenges.
4. in advance disclose to record by requesting participant's permission to record the discussions.

C. During the interview Mr Tsosane is expected to:

1. make the environment where the interview will take place conducive, accommodative and enjoyable.
2. be flexible when asking questions, conduct the interview in a smooth manner and listen attentively when participants respond.
3. not to miss the opportunity to ask as many sub-questions as necessary.
4. in addition to recording, take notes about those aspects that cannot be grasped by listening to the recorded texts e.g., body language, surprises etc.
5. to assure participants that their names will not be disclosed in the text, but codes or numbers will replace names.
6. show interest in the responses and be a good listener.

D. At the end of every session of the interview Mr Tsosane will ensure the following:

1. completion of the notes with the observations and impressions found important, which cannot be extracted once the recording has been transcribed.
2. Transcription of the interview takes place and done accurately, do not change any content. Both interviewer's and interviewee's statements should be included in the transcribed text.
3. Once the interview is transcribed, add notes where necessary in order to provide readers/analysers with the information which is not visible in the text itself.

The researcher is obliged to develop or design research questions that will assist in responding to the primary research question: What is the effect of SCM processes on service delivery programmes in SASSA, and how can service delivery in SASSA be improved? In addition, the designing and development of these interview questions must address all the secondary research questions and objectives of the study. Furthermore, to achieve the aim of the study.

Introductory research questions.

- 1. Irregular expenditure as a result of non-compliance to SCM prescripts is a concern, what are the reasons for this irregular expenditure experienced by the SASSA?*

- II. *What are the causes of service delivery challenges facing SASSA emanating from supply chain management prescripts and policies?*
- III. *Supply chain management responsiveness is key in the service delivery programmes; how does responsiveness assist SASSA in delivery of services?*

Research question 1: What are the statutory and regulatory stipulations and official prescripts that govern supply chain management in government in South Africa?

- 1.1 *What are the key supply chain management policies, prescripts and regulations that are important in the delivery of services in SASSA?*
- 1.2 *How much influence does SCM has in the performance of service delivery programmes in SASSA?*
- 1.3 *Do you have any obstacles in SCM limiting you from achieving your service delivery programmes? Can you tell me about them?*
- 1.4 *Do you understand SCM policies and what are meant to achieve in government, please explain your understanding?*

Research question 2: Which dimensions and aspects should be incorporated in a SCM framework for a strategy that will improve service delivery in SASSA?

- 2.1 *What are the most important aspects of SCM that can influence performance? Can you list them and explain why do you prioritise them?*
- 2.2 *What are the most valuable skills necessary in SCM? Can you list them and explain why?*
- 2.3 *What sources of information do you use to keep your skills updated and relevant about SCM?*
- 2.4 *Is automation of SCM processes the right way to go? If yes, what benefit will it bring?*
- 2.5 *Which elements enhance the relationship between supply chain management policies and service delivery?*

Research question 3: What are the typical challenges and barriers that are faced by officials participating in supply chain management in government?

- 3.1 *Do you find SCM requirements flexible to accommodate your programme needs? If no, what are the challenges?*
- 3.2 *Is there a relationship between supply chain management and service delivery within the service delivery programs of SASSA?*
- 3.4 *How effective are the supply chain management prescripts or policies in enhancing serviced delivery?*

3.5 What are the systemic challenges affecting supply chain management policies aimed at enhanced service delivery within SASSA?

3.6 What are the internal factors affecting the implementation of supply chain management policies aimed at enhanced service delivery within SASSA?

3.7 What are the external factors affecting the implementation of supply chain management policies aimed at enhanced service delivery within SASSA?

Research question 4: What could be learnt from international perspectives regarding supply chain management in government institutions and what are best practices pertaining to suitable strategies to promote service delivery through supply chain management?

4.1 What is the current status of supply chain management framework in South Africa's public service with the rest of the world?

4.2 What valuable lesson have you learned from the supply chain management policy challenges SASSA experienced during Covid 19?

Research question: 5 Final or concluding question.

5.1 This is the end of an interview session. In achieving the objectives and the aim of the study, are there any points that you will like the study to note in relation to supply chain management policies to accelerate service delivery in SASSA?

Ho kga moroho ha se ho tlatsa boleke.

Dikgomo!!!!!!!!!!!!!!

APPENDIX I: LETTER FROM LANGUAGE EDITOR

 CARMEN NEL REGISTERED PROFESSIONAL LIBRARIAN (SA) BOOK WORM (PUNYA)	EDITING SERVICES ☎ 072 377 5585 ✉ carmen@ufs.ac.za
---	---

CERTIFICATE OF LANGUAGE EDITING

This certifies that I have edited the research report detailed below.

Title:

"Supply chain management and service delivery in the South African Social Security Agency"

by

Mohodi Ben Tsosane
Student no. 1994442380

Regards

Carmen Nel

Carmen Nel
10 February 2025

Professional editing of articles, thesis, dissertations and books