



THE INFLUENCE OF PROCUREMENT PLANNING ASSESSMENT ON PUBLIC PROCUREMENT PERFORMANCE IN TANZANIA: A CASE OF PARASTATAL ORGANIZATIONS IN DODOMA

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Abstract:

This study investigated the influence of procurement planning assessment on procurement performance in Parastatal organizations in Dodoma, Tanzania. The study was conducted in Dodoma, chosen due to persistent suboptimal procurement performance trends indicated in the 2021 CAG Report. The theories guiding the study were the resource-based view and compliance performance reform cycle model. A mixed-methods approach was employed in the study. The research design adopted was a cross-sectional survey. Simple random and purposive sampling were utilized, the study involved a sample size of 134 respondents in the study area. Quantitative data were collected through questionnaires and qualitative data was collected through interviews. Data analysis of the proposed study used is descriptive analysis and inferential statistics using regression analysis to analyze the quantitative data. While qualitative data analyzed using thematic analysis technique. The findings revealed significant positive relationships between procurement planning assessment and procurement performance. This implied that the study underscored the importance of procurement planning assessment in enhancing procurement performance within Parastatal organizations. The findings suggested the need for policymakers and organizational leaders to prioritize strategic procurement planning assessment to optimize procurement processes. The study recommended the establishment of structured processes for planning, implementation, and evaluation of strategic procurement planning practices.

Keywords:

Procurement Planning Assessment, Public Procurement Performance, Parastatal organizations

1. Introduction

Interest in the performance of public procurement has surged globally among development partners, governments, professionals, politicians, bodies, and researchers due to its intricate nature and significant impact. It aims to encompass a broad spectrum of public services such as healthcare, social services, education, transportation, and environmental initiatives (Mrope, 2017; Chagalima, Mchopa & Ismail, 2022). In the contemporary landscape, both developed and developing nations are transforming their legal, organizational, and institutional frameworks to enhance the efficiency of public procurement.

This is particularly pertinent in the case of Finland, where government expenditure constitutes a larger proportion of Gross Domestic Product (GDP) compared to most Organization for Economic Co-operation and Development (OECD) countries. According to Lau (2017), government expenditure in Finland escalated by 9.3%, from 46.8% to 56.1% of GDP, positioning developed nations, notably Finland, with the second-highest public expenditure levels among OECD countries.

Studies by Myers (2018) conducted in Sub-Saharan Africa provide evidence that procurement of goods, works, and services accounts for approximately 70% of total public expenditure. Lau, Lonti, and Schultz (2017) argue that developing countries lose between 20% to 40% of their Gross Domestic Product (GDP) annually due to poor performance in public procurement. In Tanzania, for instance, over 70% of the national annual development budget is allocated to procurement activities (Senzu & Ndebugri, 2017). Consequently, even minor enhancements to the procurement system can result in substantial budget savings (Krause & Tutunji, 2014; Senzu & Ndebugri, 2017).

Presently, public procurement has earned significant attention worldwide as a critical function for various sectors, including the acquisition of healthcare equipment and medicines (Israel et al., 2019), the construction of classrooms, and other educational infrastructure (Ismail, 2022). Consequently, when governments play a central role in service provision, fundamental measures for successful public procurement processes must be implemented, encompassing quality service delivery and procurement reforms in terms of legislation and regulations. Conversely, public procurement in Tanzania has not served the best interests of the country, characterized by outdated laws governing procurement processes (Matto, 2017).

Despite numerous studies conducted in Tanzania to address these issues, procurement activities often suffer from neglect, lack of direction, interference, poor coordination, absence of competition and transparency, varying levels of corruption, and inefficiencies (Chang'a, 2019; Kawina, 2019).

The success observed in enterprise performance globally is not merely fortuitous but is attributed to effective procurement planning assessment (Stewart, 2015). Presently, organizations from both the private and public sectors view procurement planning assessment seriously as a means to expedite their performance (Gioko & Njuguna, 2019). This underscores the importance of procurement planning assessment as a vital tool for organizations seeking to thrive amidst competition in the ever-evolving global business environment (Jayawarna & Dissanayake, 2019).

A procurement plan assessment is an essential component within a structured and effective way to acquire products, services, and works in public procurement (Changalima, Mchopa & Ismail, 2022). Even though the Procurement Planning Act of 2011 which was amended in 2016, has given legal prescriptions, most of the parastatal organizations in Tanzania are still facing challenges in their compliance (PPRA, 2021). This non-compliance causes several problems which inhibit efficiency, raise costs, and result in poor procurement performance. For example, in the financial year 2020/2021, among the 718 organizations that are registered in the Tanzania National e-Procurement System (TANePS), only 574 organizations had the Annual Procurement Plans (APPs) approved and published, this can be described as compliance rate of only 80% (PPRA, 2020/21). Also, 20% of the registered entities had no APPs to submit, suggesting significant non-compliance challenges were presented (PPRA, 2021).

Several factors contributing to procurement planning non-compliance are well-documented (Paul 2020; Elfes, 2020; Munyawera, 2018) that many procurement plans are not well-aligned with financial budgeting, poor participation of user departments in the procurement planning process, and limited and untimely release of budgeted funds results in delays and the inability to execute procurement practice. This is justified by the PPRA report for 2020/21 which indicates that out of the total planned procurement value of TZS 25.82 trillion, parastatal organizations accounted for TZS 9.64 trillion (37.3%), this shows that more than 60% of parastatal organizations are not having proper procurement planning strategies or still facing execution issues of their plans (PPRA, 2021).

Although the presence of the challenges and the impact of their outcomes is known (Changalima & Mdee, 2023), the exact nature of the effects of strategic procurement planning assessment on the general performance of public procurement in parastatal organizations is not very well researched (Adjepong & Anane, 2022; Mushi, et al., 2020). Particularly, there is a lack of research information concerning aspects of procurement planning assessment. Therefore, this study was undertaken to fill the research gap concerning the influence of procurement planning assessment on the performance of public procurement in selected parastatal organizations in the Dodoma region of Tanzania.

2. Theoretical Literature Review

2.1. The Resource-Based View (RVB)

One of the best theories in strategic management practices is the resource-based view theory (RBV). This theory was first advanced by Edith Penrose's in the late 1950s in 'The Theory of the Growth of the Firm'. The concept was largely made known to the field of strategic management practices in the late 1980s and became a dominant framework in the 1990s. The idea behind Penrose (1959) concept is that firm performance is the outcome of the productive services available from the resources which give a peculiar character to each organization.

Resource-Based View (RVB) is a bundle of heterogeneous resources distributed across firms that exist over time. This idea is supported by Barney (1991), who asserts that the firm's resources are the fundamental determinants of competitive advantage and performance of the firms. Barney (1991), emphasized that a firm's resources include all assets, capabilities, organizational processes, firm attributes, information, and knowledge, among others controlled by a firm that enable the firm to conceive and implement strategies that improve its efficiency and effectiveness. The

strategic procurement planning practices on the other hand can be seen as the strategic resources which can be the cornerstone for procurement performance. This is because; strategic procurement planning resources can help parastatal organizations to perform better in the procurement process. This has also attracted attention in the parastatal organization performance and strategic procurement planning practices.

This theory holds that, to have a sustained competitive advantage, these resources must be valuable, inimitable, non-substitutable, and non-transferable (Eisenhardt and Martin, 2000), with this idea in mind, strategic procurement planning practices as resources in the organization can act as valuable and unique resources that can differentiate one parastatal organization from another. Although this theory has tried to show the connections between firm resources and performance it does not comprehensively identify a direct link with the public procurement performance of parastatal organizations.

2.2. Compliance Performance Reform Cycle Model

This model is useful in measuring the performance of procurement function (Mrope, 2018). It was first developed by Thai (2009) is used to describe the performance and process measurement of public procurement function. In this aspect, performance can rely on outcomes on the other hand compliance can measure the public procurement process. Therefore, outcomes which are cost reduction in the procurement activities; and timely delivery of needed products have to be considered apart from compliance with rules and regulations when there is a need to assess the performance of procurement management unit. Therefore, the model was useful in ensuring that the main indicators of measuring the performance of procurement management unit are considered whereby a dependent variable is measured in terms of cost reduction, timely delivery and compliance with procurement rules and regulations.

To study the relationship between strategic procurement planning practices and the performance of procurement, it is necessary to review another so-called Compliance Performance Reform Cycle Model. The reason for combining these theories in this study is that a single theory of RBV does not adequately cover all relevant variables and relationships; therefore, the parameters from these theories have been adopted to come up with the conceptual framework for this study.

3. Empirical Literature Review

Christopher (2021), in his study, revealed there are close relationship between the effective implementation of procurement plans and service delivery in the public sector in such a way that when a procurement plan is effectively implemented there is a direct relationship with better service deliveries in public organizations. This is because a procurement plan enables the availability of requirements on time and from the right suppliers and hence leads to better service delivery. He further argues that despite the benefits that are achieved by having an effective implementation of procurement planning still there are factors that hinder the achievement of effective implementation of procurement plans and these are corruption, limited skilled procurement personnel, and Lack of enough funds to undertake and implement procurement plans.

Aimiable (2019) in their study on procurement planning on value for money among selected districts in the southern province, of Rwanda, found that preparation and implementation of a procurement plan in the public sector is a collaborative task that needs support from another department within the organization. In their study the key challenges highlighted as the cause for poor implementation of procurement plans are, poor procurement scheduling, inappropriate procurement packages, and poor selection of methods of procurement, these were identified as key challenges in the preparation and implementation of procurement plans in the public sector.

Elfas (2020) assessed the Factors affecting the Effective Implementation of procurement plans in the public sector in Tanzania; the case of the Tanzania Revenue Authority. This study specifically focused on four specific objectives namely identifying how the involvement of the user department, resources allocation, management support, and staff competence influence the effective implementation of the procurement plan. The study findings revealed that in Tanzania Revenue Authority procurement plan is affected by user departments who are not properly involved in both budgeting processes and implementation of the procurement plan. It has further revealed that staff from user departments have little knowledge of PPA No.7 of 2011 and amendment 2016 and its Regulation due to lack of exposure to training and hence fail to understand their role as required by law in implementing procurement plan. The findings also revealed that the implementation of the procurement plan in TRA was affected by resource allocation through budgeting, management support, and competence of PMU staff. Based on the findings, the

researcher concluded that the factors affecting the implementation of the procurement plan in the Tanzania Revenue Authority are poor involvement of the user department, staff competence in the preparation and implementation of the procurement plan, resources allocation, and management support. The researcher recommended that management should ensure staff from the user department are trained on PPA No.7 of 2011 amendment 2016 and its regulation to impart knowledge on their roles and responsibilities in procurement processes. The management should allocate required resources effectively to ensure timely implementation of the planned activities.

4. Materia And Methods

This study adopts an explanatory research design using the survey strategy. The chosen design facilitates the establishment and explanation of causal relationships between variables, specifically the effect of procurement planning compliance on the performance of public procurement in selected parastatal organizations in Dodoma, Tanzania. In this particular study, it will allow the fulfilment of the following objective for the researcher: It also enables cause-and-effect relationships to be identified and made clear, which is important for understanding the relationship between procurement planning practices and procurement results.

The approach selected is corresponding to the nature of the research problem and goals, the purpose of this study is to examine the influence of procurement planning compliance on the performance of public procurement within the selected parastatal organizations in Dodoma, Tanzania, and to achieve this, a concurrent mixed-method triangulation approach is employed that aims to gather both quantitative and qualitative data at the same time.

The study employed an informant interview guide to conduct interviews with key informants, specifically Heads of Department (HODs) of Procurement, aiming to gather qualitative primary data. While, a structured questionnaire containing both close-ended and open-ended questions, which were administered to respondents. This method was chosen because it enabled the collection of data from a broad target population simultaneously, aligning with the principles of being economical, practical, and efficient, as recommended by (Vinod & Anand, 2017).

Probability sampling techniques specifically stratified random sampling were employed to select 134 staff from the procurement departments in the parastatal organizations. And non-probability sampling was also used to select key informants to triangulate questionnaire quantitative findings.

This proposed study used descriptive analysis and inferential statistics using regression analysis to analyze the quantitative data. The study also used Statistical Packages for Social Science (SPSS) version 20 to analyze the captured data. Thematic analysis was used to analyze the captured data from the field through semi-structured interviews. The analysis involved a critical literature review, generation of codes, searching, reviewing, defining, and naming the themes to create the matrix which showed the main themes and sub-themes on staff competency and public procurement performance.

5. Results And Discussion

5.1. Description of the Respondents' Demographic Characteristics

In this study, Table 1 indicates an overview of the demographic characteristics of the respondents who participated in the research. Understanding the demographic profile of the respondents was crucial for gaining insights into the composition of the sample population and interpreting the findings of the research accurately. Demographic variables such as age, gender, educational background, professional experience, and organizational affiliation illuminated the diversity and representativeness of the sample, enabling a comprehensive analysis of the collected data. By examining these demographic characteristics, this study aimed to offer a clear picture of the profile of the respondents involved, thereby enhancing the understanding of their perspectives and experiences regarding the subject matter under investigation.

This section presents the findings and discussions of Procurement performance. The results are obtained from descriptive statistics and inferential statistics. The demographic characteristics of employees, associations between procurement strategic practices on public procuring entities' performance in Tanzania Parastatal organizations, and the effect of the awareness and attitudes of public sector management towards private-public partnership implementation in Dodoma.

Table 1: Demographic characteristics of respondents

Demographic Characteristics	Frequency (f)	Percent (%)
Gender		
Male	79	59.0
Female	55	41.0
Age		
18- 30 years	25	18.7
31-45 years	80	59.7
46-55 years	24	17.9
56+ years and above	5	3.7
Education Level		
No formal Education	0	0.0
Certificate	0	0.0
Diploma	34	25.4
Bachelor Degree	61	45.5
Master's Degree	39	29.1
PhD	0	0.0
Experience of Work		
0-2 years	30	22.4
3-5 years	97	72.4
6-9 years	7	5.2
10 years and above	0	0.0

Source: Field Data, 2024

Results from Table 1 reveal the demographic characteristics of the respondents. Firstly, it was observed that the majority of respondents were male, constituting 59.0% of the total sample, while females accounted for 41.0%. This gender distribution reflects a slight imbalance in the participation of males compared to females which imply that in parastatal organizations male are more involved in the procurement process than female. Secondly, in terms of age, the largest proportion of respondents fell within the age group of 31 to 45 years, representing 59.7% of the total sample. This suggests that the study attracted a significant number of mid-career professionals. Additionally, respondents aged 18 to 30 years, 46 to 55 years, and 56 years and above constituted 18.7%, 17.9%, and 3.7% respectively, indicating a diverse age distribution among the participants.

Concerning educational background, the findings indicated that a considerable portion of the respondents held a Bachelor's degree, comprising 45.5% of the total sample. This was followed by respondents with a Master's degree at 29.1%. The high representation of individuals with Bachelor's and Master's degrees suggests that the study attracted a well-educated sample population. Furthermore, respondents with a Diploma accounted for 25.4% of the sample, indicating a significant presence of individuals with intermediate-level qualifications. Notably, it was found that out of 134 sampled population there was no individual that lack formal education, also, bachelor degree was highest education level as there were not individual that responded to questionnaire that had PhD education level. This show that respondents were literacy with varieties level of education which guarantee the study to gather relevant information from them.

Regarding work experience, the majority of respondents reported having 3 to 5 years of experience, constituting 72.4% of the total sample. This indicates that the study primarily engaged individuals with moderate levels of professional experience. Additionally, respondents with 0 to 2 years of experience accounted for 22.4%, reflecting a substantial proportion of early-career professionals. Conversely, only a small percentage of respondents, 5.2%, reported having 6 to 9 years of experience, while none had 10 years and above. Overall, the demographic characteristics of the respondents provide valuable insights into the profile of the sample population and shed light on the diversity and representativeness of the participants in this study.

The demographic characteristics of the respondents in this study provide valuable insights into the profile of individuals engaged in procurement activities within the Tanzanian context. The predominance of male respondents aligns with the findings of previous studies such as Beschel et al. (2018), which also reported a higher representation of males in survey samples within the procurement field. This gender disparity underscores the need for targeted interventions to promote gender diversity and inclusion in the procurement profession. Additionally, the concentration of respondents within the 31 to 45 years age group is consistent with findings from research by Adwok (2015) and Kheifets & Chernova (2020), which identified mid-career professionals as the largest demographic group within procurement-related surveys. However, the relatively lower representation of younger and older age groups suggests a potential gap in engaging early-career professionals and experienced practitioners in procurement research, warranting further investigation and targeted outreach efforts (Matto, 2017; Bitesigirwe, 2019).

Furthermore, the educational profile of the respondents, characterized by a significant proportion holding Bachelor's and Master's degrees, resonates with findings from studies by Addae-Korankye & Aryee (2021) and Gioko & Njuguna (2019), which also reported high levels of educational attainment among procurement professionals. This underscores the importance of formal education in the field of procurement and highlights the need for continuous learning and professional development to navigate the complexities of modern procurement practices effectively. However, the limited representation of individuals with extensive work experience raises questions about the involvement of seasoned practitioners in research endeavors (Elfas, 2020; Jayawarna & Dissanayake, 2019). This suggests a potential gap in engaging experienced professionals in procurement research, which could be addressed through targeted recruitment strategies and collaboration between academia and industry (Cheseto et al., 2019; Nasra, 2014).

Overall, the findings from this study contribute to the existing body of knowledge on procurement demographics and provide valuable insights into the profile of practitioners within the field. By contextualizing the findings within the broader literature, this study enhances our understanding of the demographic characteristics of procurement professionals and informs strategies for promoting diversity, inclusion, and professional development within the profession.

5.2. Summary of performance statistics for public procuring

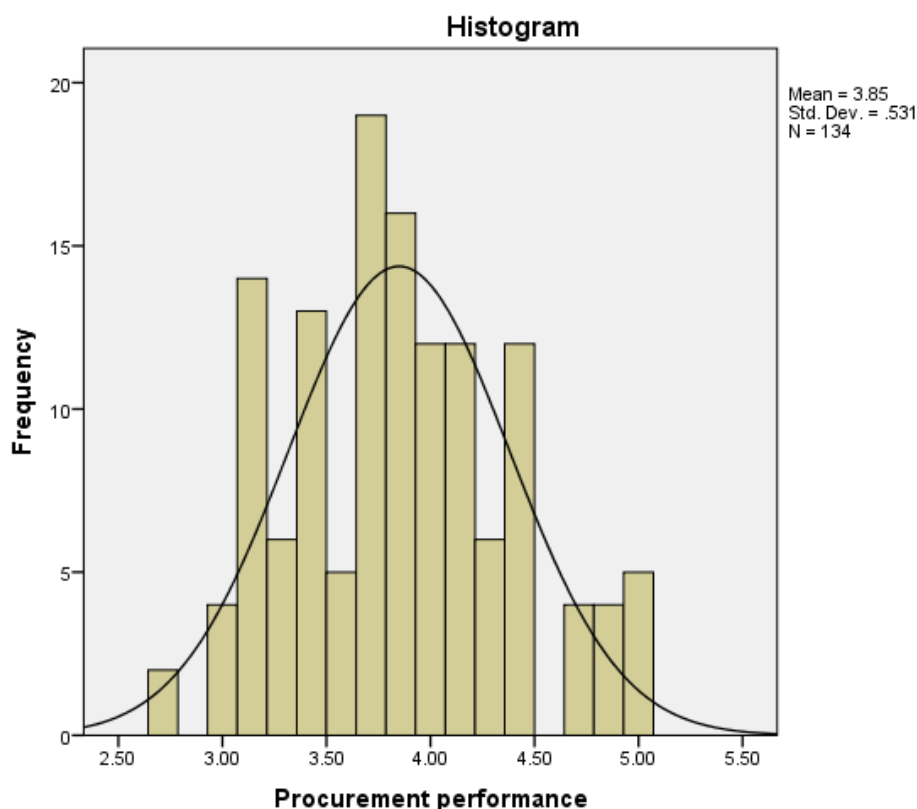
The table provides a summary of performance statistics for public procuring entities, focusing on key metrics related to procurement performance, specifically time and cost, along with an overall performance score. For time-related performance, the mean time score is 2.9114, with a standard deviation of 0.402. This suggests that, on average, public procuring entities take approximately 2.91 units of time to complete procurement processes, with some variability around this mean. Regarding cost performance, the mean cost score is 1.7243, with a standard deviation of 0.497. This indicates that, on average, public procuring entities incur a cost score of approximately 1.72 units for their procurement activities, with some variance observed across different entities. The minimum and maximum values for both time and cost metrics provide additional context. The minimum time score recorded is 2 units, while the maximum is 5 units, indicating a range of performance levels among public procuring entities. Similarly, the minimum cost score is 1 unit, while the maximum is 5 units, reflecting varying levels of cost efficiency across entities. The table also presents an overall performance score, which combines both time and cost metrics to provide a holistic assessment of procurement performance. The mean overall performance score is 3.857, with a standard deviation of 0.433. The minimum overall performance score recorded is 2.7143, while the maximum is 4.6. This indicates that, on average, public procuring entities achieve an overall performance score of approximately 3.86 units, with some variability in performance observed across entities. In summary, the table offers valuable insights into the

performance of public procuring entities, highlighting their efficiency in terms of time and cost, as well as providing an overall assessment of their procurement performance.

Table 2: Public procuring entities' performance summary statistics

Procurement performance	Mean	Std. Dev.	Min	Max
Time	2.9114	.402	2	5
Cost	1.7243	.497	1	5
Overall	3.857	.433	2.7143	4.6

Measurement of procurement performance in Tanzanian Parastatal organizations is done with the help of measurable parameters of time, costs, and overall performance. The average time score of 2.9114 units with a standard deviation of 0.402 indicates varying durations across entities, from a minimum of 2 units to a maximum of 5 units, illustrating procedural consistency. Cost which had a mean score value of 1.7243 ranges from 1 to 5 units, indicating varied cost controls. On the other hand, procurement performance that utilizes the value of time and cost metrics was found to have a mean score of 3.857 units that range from a minimum of 2.7143 to a maximum of 4.6, reflecting varying levels of operational effectiveness. Those performance indicators provide a structure that help assess the efficiency of procurement planning in Tanzanian Parastatal organizations and their significance for strategic decision-making and performance improvement.



Source: Field data (2024)

The results of a multiple regression analysis examining the effects of procurement planning assessment on public procurement performance within Tanzanian Parastatal organizations. In this regression model, two independent variables are considered: "Resources capability assessment" and "Stakeholders' expectations assessment," along with a constant term. The coefficients for these variables represent the estimated change in the dependent variable (procurement performance) for a one-unit change in each independent variable, holding other variables constant. The coefficient for "Resources capability assessment" is 0.3347, with a standard error of 0.0232. This indicates that for each unit increase in resources capability assessment, there is an estimated increase of 0.3347 units in procurement performance. The t-value of 18.34 indicates that this coefficient is statistically significant at the 0.05 level, with a p-value of 0.00. Similarly, the coefficient for "Stakeholders' expectations assessment" is 0.4572, with a standard error of 0.0342. This suggests that for each unit increase in stakeholders' expectations assessment, there is an estimated increase of 0.4572 units in procurement performance. Like the previous variable, this coefficient is also statistically significant at the 0.05 level, with a t-value of 14.34 and a p-value of 0.00. The constant term in the model is 2.143, indicating the estimated procurement performance when both independent variables are zero. The overall fit of the model is assessed by the R-squared value, which is 0.786 in this case. This suggests that approximately 78.6% of the variation in procurement performance is explained by the independent variables included in the model. The F-test statistic is 74.643 with a p-value of 0.000, indicating that the overall regression model is statistically significant at the 0.05 level, implying that at least one of the independent variables significantly predicts procurement performance. In terms of model evaluation criteria, both the Akaike Information Criterion (AIC) and the Bayesian Information Criterion (BIC) are provided. Lower values of these criteria indicate a better fit of the model. The results found from inferential statistical was aligned with the results form interview with Key Informants during in-dept interview one of the KII was noted saying that;

"Our procurement planning assessment starts with a comprehensive needs assessment involving all departments. We then prioritize based on urgency and budget availability, followed by a detailed market assessment to identify potential suppliers." (HOD of Procurement, Interviewer No.1, 2024).

Also, HOD further contributed saying that;

"Resource availability, compliance with regulatory frameworks, and the need to achieve cost efficiency are key factors influencing our strategic procurement practices."

Another Head of procurement from Interviewer No.2 contributed by adding to the discussion by saying that;

"We follow a structured approach that includes stakeholder consultations, budget alignment, and a thorough review of previous procurement outcomes to refine our strategies." (HOD of Procurement, Interviewer No.2, 2024).

"Stakeholder expectations, market conditions, and past performance data play significant roles in shaping our strategic procurement choices." (HOD of Procurement, Interviewer No.2, 2024).

Moreover, a participant from Interviewer No.3 contributed during an interview saying;

"Strategic planning and implementation are pivotal in achieving our organizational goals, as they streamline processes, foster innovation, and ensure we get the best value for money." (HOD of Procurement, Interviewer No.3, 2024).

In summary, the results of this multiple regression analysis suggest that both resources capability assessment and stakeholders' expectations assessment have significant positive effects on public procurement performance within Tanzanian Parastatal organizations. The model provides a good fit to the data, explaining a substantial portion of the variance in procurement performance.

Table 3. Multiple regression showing effects of procurement Planning assessment on public procurement performance in Tanzania Parastatal organizations.

Procurement performance	Coef.	St .Err.	t-value	p-value	[95% Conf. Interval]	
Resources capability assessment	.3347	.0232	18.34	0.00	.681	.906

Stakeholders' expectations assessment	.4572	.0342	14.34	0.00	-.383	-.2
Constant	2.143	0.0214				
Mean dependent var	2.11		SD dependent var		0.436	
R-squared	0.786		Number of observation		134	
F-test	74.643		Prob > F		0.000	
Akaike crit. (AIC)	154.384		Bayesian crit. (BIC)		133.301	

6. Conclusion

The results of this multiple regression analysis suggested that both resources capability assessment and stakeholders' expectations assessment have significant positive effects on public procurement performance within Parastatal organizations.

These findings align with previous research emphasizing the importance of thorough assessment in procurement planning (Cheseto et al., 2019). However, despite the proactive engagement in assessment, challenges such as resource constraints and stakeholder conflicts were prevalent, therefore suggesting areas are required for improvement. In an effort to improve on resources capability assessment as well as stakeholders' expectations assessment for organizations, the following activities can be undertaken. This may involve procuring better data collection equipment and methods and means of analyzing the resources in a better way. The weakness on the side of stakeholders can be addressed by direct consultations and feedback from stakeholders to improve the strategies applied to procurement. Strategic planning and assessment training aimed at the procurement teams will increase the likelihood of adequate assessment processes. Incorporating these analyses into organizational planning initiatives fosters conformity with general objectives, while constant checks and appraisals provide feedback to develop corresponding monitoring and evaluation frameworks.

Therefore, procurement planning plays a pivotal role in driving procurement performance. Organizations that conduct thorough analyses of resource capabilities and stakeholders' expectations tend to achieve better procurement outcomes. This underscores the importance of strategic decision-making in shaping procurement trajectories and aligning procurement activities with organizational goals and stakeholder needs.

7. Recommendation

Based on the findings of this study, the following are the recommendations for government, policymakers, Prime Minister's Office Labor, Youth, Employment and Persons with Disability (PMO-LYED), and specifically at the three parastatal organizations selected in this study. Enhance Strategic Procurement Planning Practices: Parastatal organizations should prioritize the enhancement of strategic procurement planning assessment by investing in resource capability assessment and stakeholder engagement. This involves regularly assessing the organization's resources, including finances, personnel, and technology, to ensure alignment with procurement activities. Additionally, formalizing processes for gathering input from stakeholders such as suppliers, end-users, and regulatory bodies can provide valuable insights to inform procurement strategies and plans.

8. Areas For Further Study

The potential areas for future studies is exploring the impact of digitalization of technologies on Procurement Performance: With the increasing adoption of digital technologies in procurement processes, further studies could investigate the impact of digitalization on procurement performance within Parastatal organizations. This could involve examining how technologies such as e-procurement platforms, blockchain, and artificial intelligence influence efficiency, transparency, and compliance in procurement practices.

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