

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF APPLIED ECONOMICS
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**EFFECTIVENESS OF PROCUREMENT AND SUPPLY CHAIN
MANAGEMENT IN NON-GOVERNMENTAL ORGANIZATIONS**

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EMPA – 35 (17th Batch)

AUGUST, 2023

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A thesis submitted as a partial fulfillment towards the requirement for the degree of
Master of Public Administration (MPA)

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This is to certify that this thesis entitled “**EFFECTIVENESS OF PROCUREMENT AND SUPPLY CHAIN MANAGEMENT IN NON-GOVERNMENTAL ORGANIZATIONS**”, submitted as a partial fulfillment towards the requirements for the degree of Master of Public Administration has been accepted by the Board of Examiners.

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ABSTRACT

The objective of the study is to identify the important role of procurement and supply chain management in non-governmental organizations in Myanmar and to analyze the effectiveness of procurement practices and the performance of supply chain management in development, social welfare, and rehabilitation activities in non-governmental organizations. The survey was conducted on 150 randomly selected employees of ten non-governmental organizations in Myanmar with a structured questionnaire. Most of the respondents agreed that procurement planning improved their job performance and increased the number of good or service orders from various projects. Procurement negotiation gives concessions and bargains, increases collaborative relationships, and builds trust. Supply chain management is a major issue in many organizations as firms realize the importance of creating an integrated relationship with their suppliers and consumers. The study suggested that employees of non-governmental organizations should be aware through training to achieve superior knowledge in the entire procurement process at the organization.

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LIST OF ABBREVIATIONS

ACT	Action by Churches Together
ADRA	Adventist Development and Relief Agency
AIDS	Acquired Immunodeficiency Syndrome
AMI	Aid Medical International
ARL	Association Registration Law
CIPS	Chartered Institute of Purchasing and Supply
CoC	Code of Conduct
COVID	Coronavirus Disease
ESG	Education Sector Group
HIV	Human Immunodeficiency Virus
INGO	International Non-governmental Organization
KPI	Key Performance Indicator
LWF	Lutheran World Federation
MdM	Médecins du Monde
MHF	Myanmar Humanitarian Fund
MIMU	Myanmar Information Management Unit
MNPED	Ministry of National Planning and Economic Development
MOU	Memorandum of Understanding
MSF	Médecins Sans Frontières
NGO	Non-governmental Organization
NIGP	National Institute of Government Purchasing
NRC	Norwegian Refugee Council
PUI	Première Urgence Internationale
SCMS	Supply Chain Management Systems
SDGs	Sustainable Development Goals
ToR	Terms of Reference
UN	United Nation
USAID	United States Agency for International Development
WASH	Water, Sanitation and Hygiene
WHO	World Health Organization

CHAPTER I

INTRODUCTION

1.1 Rationale of the Study

Non-governmental organizations are major to third world and underdeveloped countries based on their role in providing support to the poor in society through education, health care, infrastructure development and livelihood projects. A non-governmental organization is a non-profit organization established to provide assistance to vulnerable members of society in emergencies and conflicts. They visit areas where people are suffering from disease and poverty. These organizations are development partners and they are fully dependent on donor funding, including volunteers and government or government agencies. Non-governmental organizations are also known as relief organizations or humanitarian organizations.

Projects in non-governmental organizations have certain characteristics that distinguish them from other activities in the organization. Most projects implemented by NGOs involve the use of donor funds to achieve specific objectives defined in a grant agreement between the funder and the implementer. Donor organizations and implementers are seen as important vehicles for achieving their stated goals and objectives. A project is successful if it achieves the deliverables originally set for it, depending on the budget, and is accepted and used by the intended public.

Proper procurement practices and supply chain management are key to achieving the project's objectives, as it requires getting goods and services in the right place, at the right time, at the required quality and quantity. Good procurement practices and supply chain management take advantage of quantity discounts; reduce cash flow issues and increase success for project delivery by finding quality suppliers. For this reason, it is always standardized practice that is aimed at lowering the paperwork cost.

The role of procurement, logistics and supply chain division is very critical. The responsibility of procurement, logistics and supply chain department is to ensure the right product at the right time in the right quantity in the right condition at the right place for right beneficiaries at the right cost. The role of logistics become essential in business and social organizations and procurement and supply chain management are also popular and developed and some institutes prescribed as a professional subject.

In Myanmar, most non-governmental organizations aim to assist and expertise in the field of health, education and its facilities, disaster risk management and rehabilitation, water and sanitation, socio-economic welfare, livelihoods. The main duty of procurement and supply chain department is to take quick response and efficient support to allow these non-governmental organizations carry out different kind of projects effectively and efficiently. It is hoped that this study will help procurement and supply chain professional understood their work is critical to smooth running of the organization and its projects and activities.

The purpose of the study is to ensure procurement and supply chain management support for the non-governmental organization projects and other emergency operations by enhancing effective performance of procurement and supply chain management in its organization. This study hopes to explain and take what are the main roles of various team member in procurement and supply chain management performance in supporting and contributing towards the optimum effective running of the non-governmental organization.

1.2 Objective of the Study

The objective of the study:

- (i) to identify the important role of procurement and supply chain management in non-governmental organization in Myanmar and
- (ii) to analyze the effectiveness of procurement practice and performance of supply chain management in development, social welfare and rehabilitation activities in non-governmental organization.

1.3 Method of Study

The study used the descriptive method based on both primary and secondary data. Primary data is obtained through structured questionnaire which enumerate to 150 employees of Non-Governmental Organizations in Myanmar. A survey questionnaire is used both interview and email system. The secondary data was relevant information from Ministry of Health, WHO, documents of non-governmental organizations, library and internet websites.

1.4 Scope and Limitations of the Study

The study is confined to examine the practice of procurement and supply chain management in non-governmental organizations. This study was carried out on a sample of 150 employees from non-governmental organizations.

1.5 Organization of the Study

This thesis is organized into five chapters. Chapter one is the introduction chapter with rationale of the study, objectives of the study, method of study, scope and limitation of the study and organization of the study. Chapter two is literature review on role of procurement function, procurement practice, concept of supply chain management, supply chain management practice and performance and nature of supply chain management in public service delivery. Chapter three shows an overview of non-governmental organizations activities in Myanmar. Chapter four describes the survey analysis on the study area. Chapter five mentions the conclusion which includes findings and suggestions.

CHAPTER II

LITERATURE REVIEW

2.1 Role of Procurement Function

Procurement is becoming an issue of public attention and debate, and continues to be subjected to reforms, restructuring, rules and regulations. Public procurement means goods and services purchased by an organization using public funds. Refers to the acquisition of services and businesses. Many non-governmental organizations are working to overhaul their public procurement systems, but the process is confidential, inefficiency inefficient; it is still riddled with corruption and cuts. In such a situation, a lot of resources are wasted (Panda and Sahu, 2012).

The logistics cluster is a key function in the supply chain and, depending on how it is managed, can significantly influence the overall success of an emergency response (Roberta, Christopher and Lago, 2014). In humanitarian supply chains, procurement represents a very large proportion of total expenditure and should be managed effectively to achieve optimum value. Procurement acts like a pillar in the internal supply chain process that transforms requests into actual products/goods or services to fulfill needs.

In many non-governmental organizations, procurement is still fighting for existence, mostly because of the reluctance to accept and adopt structured systems. Development aid is now widely accepted in international development policy cycles where the primary goals of poverty eradication have not yet been achieved. In fact, the number of people living in extreme poverty has increased. Donor countries country's development assistants are linked to specific situations; the background of persistently protecting markets in donor countries and poor governance in donor countries (Wang, Ahmed & Rafiq 2010).

Human procurement has three important principles, which include transparency, accountability and efficiency and cost-effectiveness. This helps considering that the resources are donor funded, a good relationship with suppliers is important and efficiency has a direct impact on operation and beneficiaries (Hassan, 2012).

A number of procurement managers from many organizations deliberately ignore the procurement function in non-governmental organizations. This is mostly due to personal interest. The non-governmental organization's procurement process requires accountability and transparency due to large amounts of money and public donations in the form of donations (Lentz, Passarelli and Barrett, 2013). But the main obstacle is insufficient enforcement.

The UN Procurement Practitioner's Handbook (2006) notes that procurement is an internationally recognized profession that has grown from a simple procurement function to a professional role within the United Nations. Procurement officers and those engaged in or providing support for these functions are in a position of special trust and are held to high standards of professionalism.

Furthermore, flexibility in public procurement remains a major issue. While analyzing procurement issues in Malaysia, Said, Alam and Aziz (2015) found that procurement officers were blamed for not following rules and procedures, the outcome of an organization. Compliance has traditionally been understood as following or obeying rules and laws. Bureaucratic delays in payment of contractors and suppliers were also cited as some of the ways compliance was a challenge.

2.2 Procurement Practice

Procurement practices aim to ensure that organizations get value for money when committing to their spending. This includes enabling the company to meet its strategic objectives by procuring the required goods and services from the right suppliers in an efficient manner (Fillram and Cooper, 1990). Timeliness, user integration and process efficiency are used as indicators to measure green purchasing. Procurement plans in the long run helps organizations save costs and organizations that purchase items without a procurement plan in the end incur a lot of costs.

Cost savings are achieved through procurement of quality goods and services, economies of scale and the reduction of products in stock (Lentz, Passarelli and Barrett, 2013). The use of information technology in procurement can speed order fulfillment and improve buyer-supplier relationships. Procurement practices reduce the number of resources allocated, increase profitability, and improve quality.

NGO procurement requires goods, services, and resources to support program activities. Process of acquiring services and/or consultants (Panda and Sahu, 2012). Therefore, purchasing goods and services is necessary for the smooth running of the organization. The objective of the internal control system for the provision of goods and services is to ensure that orders are handled by individuals skilled in evaluating the need for purchases from suppliers who offer the best deals, to ensure purchases made do not exceed the budget provided and to ensure purchased goods and services conform with the quantity and price specified in the order.

Procurement practices refer to the methods used to source goods and services (CIPS and NIGP, 2012). These involve structures and processes during: development of a procurement manual, prequalification of suppliers, development of evaluation criteria, ethical procurement, outsourcing process, performance management, transparency award of contracts, application for tax exemptions, among others. The donor and non-governmental organization community is very active with a wide range of operations, including work in infrastructure, health, education, and policy development. Different donors have different procurement guidelines that should be followed for all purchases of the projects they fund.

Procurement is a very complex and highly formalized process, donors majorly emphasize good procurement practices, especially in the NGOs that they fund. They have well laid out guidelines in their procurement manual which commonly encourage transparency, fairness, economy and efficiency as well as effectiveness (UN Procurement Handbook, 2006). Therefore, NGOs need to follow the prescribed guidelines and find out whether there is any correlation with the fluctuation of donors' funding. Procurement must be seamlessly integrated with the other aspects of logistics and functions within the organization, such as warehousing, distribution, finance, human resources, etc. An integrated approach to service delivery will no doubt contribute to the timely, efficient and effective delivery of humanitarian assistance.

Procurement practice is a complex activity guided by numerous policies and laws. A comprehensive procurement policy manual, which outlines these policies and applicable laws, provides guidance on procurement. It is very important to ensure that all agency staff and stakeholders follow appropriate procedures and regulations. In the absence of such guidance, there is a possibility of inconsistency in conducting procurement activities. This inconsistency creates frustration within and outside the procurement organization, and procurement actions can appear arbitrary and unfair. Therefore, a comprehensive procurement policy manual (CIPS and NIGP, 2012) is important in procurement.

2.2.1 Procurement Planning

Sound formal planning provides the basis for organizing the work on the project and allocating responsibilities to individuals. Brown and Hyer (2010) explain that planning involves identifying the purpose, defining the scope, determining user needs, as well as identifying procurement activities, estimating delivery schedules and cost, assigning responsibilities and other activities. In emphasizing the critical role planning plays in successful project implementation. Frese (2003), contends that planning requires excellent preparation, which includes detailed scheduling of the process implementation stages and milestones, task timeliness, fallback positions and re-planning. This means that the initial plan is not enough.

According to Saunders (1997), planning also includes the aspect of forecasting to assist in the process of estimating costs and financial payments. Ultimately, the purpose of procurement planning is to prevent delays in the implementation of public projects and to avoid situations of budget constraints that may hinder successful project implementation and completion.

2.2.2 Procurement Negotiation

While formal definitions of negotiation vary, theorists do accept certain basic tenets. Foremost among them is the assumption that negotiating parties agree in at least one basic respect. They believe that their respective objectives will be better served by negotiating with other parties. This leads to the initiation of negotiations and the

betrayal of trust between the negotiating parties. Major public policies are between interests. It is the result of a complex negotiation between choices between values and competition between resources. There is no single best option for any player in this game. Optimal outcomes depend on what others do and what consensus is possible (Davis & Arnold, 1993).

Fisher and Ertel (1995) argue that during the negotiation process parties should think carefully about the commitments they should be prepared to make. One way to build trust is to create a commitment structure that can be implemented step by step. Parties may be more willing to negotiate with an opponent when they have the opportunity to demonstrate that they will honor their commitments along the way. The key to negotiating a successful outcome is the negotiator's ability to carefully consider all aspects of the situation and think through options.

2.2.3 Contract Monitoring and Control

According to Brown and Hyer (2010), monitoring refers to any tracking system from a simple checklist to a sophisticated dashboard style approach to identify deviations from the original plan. As part of the planning process, argue that the project team should agree on an appropriate approach for monitoring key performance indicators (KPIs) over the life of the project. The two scholars defined project control as the processes involved in responding to project variances; They define meaning as decisions and actions. Thus, project control describes the project change management process for determining when changes are appropriate and when to proceed. Chandra (2006) argues that critical control is central to the success of implementation until it is forced to regularly compare performance against targets. Therefore, a procurement project contract monitoring system can have a significant influence on people's decisions to increase or decrease the commitment. Most donors and recipients of funds depend on the performance of contractors and the terms of the contract. Compliance with the requirements needs to be assessed as appropriate.

2.3 Concept of Supply Chain Management

Supply chain management includes materials, logistics. It is an integrated approach to planning and controlling the flow of services and information from suppliers to manufacturers or service providers to end customers. It represents the most important change in business management practices (Fantazy Kumar & Kumar, 2010). Everyone agrees that effective supply chain management can provide a major source of competitive advantage.

Therefore, the goal of a supply chain manager is to provide customers with distribution channels manufacturing processes and purchasing activities must be linked in a way that exceeds customer service expectations and lowers total cost than the competition. It is one of the most effective ways for businesses to improve their performance (Ou, Liu, Hung & Yen, 2010).

Supply chain management includes a set of approaches and practices to effectively integrate suppliers, manufacturers, distributors and customers to improve the long-term performance of the individual firms and the supply chain as a whole in a cohesive and high-performing business model (Chopra & Meindl, 2001).

A successful supply chain management implementation is expected to improve relationships between upstream suppliers and downstream customers and increase customer satisfaction and firm performance. Earlier research has indicated supply chain management as a key driver of firm performance (Wang, Ahmed & Rafiq, 2010).

Anyone working in a supply chain management system (SCMS) selects products to meet customer needs; purchase; stores or distribution must be noted. A logistics system ensures customer service by fulfilling six opportunities. Thus, every activity in the logistics cycle contributes to providing customer service. Clients and service providers are preemptively purchasing drugs and other health products; diagnosis; choice when needed for treatment and care; availability is a condition that can support supply chain management. The entire public health supply chain is about saving lives and/or improving the health status of people (John Snow Inc., 2006).

Supply chain management is a philosophy of an integrated approach to managing the total flow of the distribution channel from the supplier to the end customer. (Ellram and Cooper, 1990). Managing upstream and downstream companies

that engage with suppliers and customers inside and outside the company to deliver value to key customers through a cost-effective entire supply chain (Martin, 1998).

Supply chain management creates value for organizations and uses relationships between suppliers and customers to develop important competitive advantages (Bordonaba-Juste and Cambra-Fierro, 2009). From this perspective, many studies have confirmed that integration and collaboration in the supply chain can provide important benefits to the companies involved. Among these benefits are added value; creating efficiency and customer satisfaction (Stock, Boyer and Harmon, 2010); reducing inventories; It is represented by improved service delivery and quality and shorter product development cycles (Cozzolino, 2012).

The supply chain consists of suppliers, producers and distributors. A system of retailers and customers. Planning in supply chain management. It involves managing linked processes, including coordinating and controlling the movement of goods from supplier to customer. Therefore, there are strategic and operational decisions to be made. The decision-making stages in the supply chain are strategic and span from 5 to 10 years; tactical is 3 months to 2 years and can be operational from day to day (Charu & Swatantra, 2004).

The main issues facing supply chain management businesses are the structure of the distribution network; inventory control; supply contracts; distribution strategies; supply chain integration and strategic collaboration; sourcing and procurement strategies; Information technology and decision support systems and customer value. A series of steps and decisions are made to address these key issues (Charu & Swatantra, 2004).

Supply chain strategies require a total system view of the links in the chain to create customer satisfaction at the end of delivery to the consumer. As a result, unnecessary expenses. by dealing with activities, costs along the chain must be reduced. The main focus turns to efficiency and added value or the customer's perception of value. It must improve efficiency and remove bottlenecks. Performance measurement focuses on overall system efficiency and the equitable distribution of monetary rewards to those in the supply chain. A supply chain system must be responsive to customer needs (Hines, 2004).

The purpose of a logistics system is simple: goods; to get supplies and equipment to where they are needed in a timely manner and at a reasonable cost. Matters are complicated by the fact that materials and supplies usually do not go directly from their source to the end user. They must often be kept as inventory at one or more intermediate points along the way. There are only four reasons for holding inventory: transportation efficiency; safety stocks; stockpiles and anticipating a growing or changing program (USAID, 2009).

Therefore, reducing operating costs; improving inventory; delivery time and customer satisfaction; increasing flexibility and cross-functional communication and remaining competitive are the most important objectives to implement supply chain management strategies (Tummala, Phillip & Johnson, 2006). Therefore, the whole purpose of supply chain management is to reduce costs; to provide faster time-to-market and better customer service, visible both within the organization and to its customers (both vendors and consumers). To be effective and efficient. In the healthcare industry, the main factors are cost and risk (Charu & Swatantra, 2004).

2.4 Supply Chain Management Practice and Performance

Supply chain management practices to improve business performance and strategic partnerships; supplier and customer associations. It has been identified as a strategic tool to achieve efficiency through asset sharing and information technology. The practice of supply chain management is the numerous activities by which any business organization is managed to improve the practicality of an integrated supply chain. They are a collection of activities undertaken by an organization to promote good management (Lamber, Cooper & Pagh, 2000). A supply chain is the organization that carries out the process of obtaining inputs; structure. The final stage involves the delivery of enhanced products to final customers at the downstream stage (Christopher, 2000).

The supply chain demands the integration of supply chain processes and any data stream in order to gain the competitive advantage of reliability and stability (Zuckeman, 2004). It is the linking of a logistics process with the process of creating raw materials, adding value to first goods and final goods, and delivering supply chain management to customers. In addition, it involves monitoring and coordinating the

tasks performed by various players involved in the production process of various industries and companies. Effective supply chain management requires a thorough understanding of the entire supply chain.

Supply chain performance is a management issue that should be fully understood. It includes strategic and operational objectives that can be implemented simply if the administration understands the target performance. Constraints assess the desirability and appropriate use of assets that produce accounting income. It shows the mastery of governance development (Chan, 2006). The clear performance metrics to be applied in this investigation by organizations are: productivity; cost reliability approachability; appropriateness as well as customer satisfaction.

Supply chain performance is a comparative metric that determines how well a company utilizes its available resources, such as tangible and intangible assets, in meeting customer needs. Bordonaba-Juste and Cambra-Fierro (2009) Conducted a study on supply chain collaboration on performance and asserted that supply chain partnership is very important in demonstrating that organizational performance is enhanced by strategic collaboration throughout the supply chain. Not otherwise strategic relationships and coordination among supply chain partners streamline performance within the organization. Hassan (2012), who studied supply chain practices in the humanitarian sector, asserted that these practices are instrumental in facilitating the performance of science in this sector. Its performance is based on the speed with which aid is provided in disaster-prone areas.

Humanitarian organizations manage emergencies systematically; on time they are forced to respond in an effective and appropriate way. For decades, supply chain performance has been a significant attraction for researchers. However, studies have identified factors affecting supply chain performance in manufacturing and commercial organizations focused on delivering value to customers in order to achieve a profit (Reichhart & Holweg, 2007). The humanitarian supply chain brings food, water, medicine. It focuses on providing relief assistance in the form of shelter and supplies.

Supply chain performance has been treated as a corporate and manufacturing domain, but in humanitarian response. It remains the most important part of lifesaving efforts. While many studies have focused on commercial supply chains with the aim of improving efficiency and profitability, little is known about supply chain performance in humanitarian organizations.

2.5 Nature of Supply Chain Management in Public Service Delivery

While the traditional approach to supply chain management is about material flow, service orientation has been developing in this area for over 20 years (Arlbjørn, Freytag and Hass 2011). According to Baltacioglu, Ada, Kaplan and Yurt (2007), the service supply chain consists of suppliers who perform transactional functions of the resources required to produce the service. Service providers. It can be a network of consumers and other supporting units. Transforming these resources into support and core services; and delivering these services to the public.

Flows in such chains are undiagnostic; differentiated and volatile, they are distinguished from product supply chains (Arlbjørn, Freytag and Hass 2011). However, flow instability is strictly related to service delivery and the use of adequate skills and knowledge. Aitken, Childerhouse, According to Deakins and Towill (2016), many service processes have tangible outcomes. For example. Repairing a car after a collision has a tangible impact. The delivery of services in the public sector also has a tangible impact. In addition, from a service perspective, supply chain inputs and outputs; push and pull strategy; public relations and offering portfolios are also important (Mazzawi and Alawamleh 2019).

In service supply chains, businesses aim to shift individual organizational resources into primary services (eg medical advice) and auxiliary services (eg technical infrastructure maintenance or medical tests). Service providers in such chains deal with continuous demand that may fluctuate periodically and meet excess demand for services. However, as a result, they suddenly must also be prepared for unforeseen events and additional demands to arise. Therefore, designing the service delivery process and the role of various actors to co-create high quality service in the management of service supply chains; resources; Integrating knowledge and skills (Howard, Roehrich, Lewis and Squire, 2017).

Service supply chain management differs significantly between the private and public sectors (Arlbjørn, Freytag and Hass, 2011). From a public sector perspective, the goal of service supply chain management is not to profit from the sale of services, but to deliver high-quality public services. Public service supply chains operate within the scope of legal regulation and implementation of their initiatives through taxes and fees as well as public involvement (e.g. volunteer work). Private service supply chains

operate with business models implemented through hired labor and the profits they earn.

Public service supply chain activities are transparent in their processes. As a result, their structure and the relationships between their connections are subject to applicable legal regulations. It is transparently implemented based on system solutions and partnership agreements. An important feature that distinguishes private service supply chains from public ones is the public disclosure of the investments they make and the results they achieve. The differences between public and private sector supply chain management and the nature of supply chain management in public service delivery make it a very promising and interesting area of research.

2.6 Review on Previous Studies

Nilar Win (2010) identifies critical issues in the role of logistics and procurement management in all aspects and service providers regarding the importance of logistics operations. It was found that employees and beneficiaries are aware of the importance. The study suggests that the procurement management system should be systematic and supportive by applying some key points.

Myat Khaing (2011) studied the role of supply chain management in CARE Myanmar. The study focuses on accountability from various sectors; to identify the importance of supply chain management in terms of transparency and efficiency, and to point out the strengths and weaknesses of supply chain management in the organization. The study suggests that purchasing is part of a successful supply chain management system within the organization and that individual capabilities and experience in the supply chain management system are a requirement.

Min Min Thein (2016) studied procurement management in non-profit organizations (A case study on IOM Myanmar). The study found that IOM Myanmar's procurement management system is effective as it has the capacity to purchase relief supplies in both emergency and regular situations. Certain procurement policies by donors and other development partners are also an occasional cause of supply shortages. In addition, there are different sourcing methods, a procurement management method and a supply management method, which are used in different situations in business operations.

CHAPTER III

STATUS OF NON-GOVERNMENTAL ORGANIZATIONS IN MYANMAR

3.1 Role of Non-Governmental Organizations

Non-Governmental Organizations (NGOs) in Myanmar are important social capital stakeholders for nation-building and social development. These organizations are community development, basic health and education for the people. It plays an important role in bridging gaps in access to economic development and natural resource management. A non-governmental organization is an organization that is not related to the government and is not a traditional for-profit organization for business. Non-governmental organizations (NGOs) are social organizations that sometimes serve specific social and political objectives, such as humanitarian causes or the environment.

Non-governmental organizations are aid agencies from developed countries; private sector infrastructure operators; Self-help groups and local governments operate independently. In fact, NGOs are a group of players who actively participate in international development efforts and promote the welfare of people in developing countries.

International non-governmental organizations (INGOs) in Myanmar have developed a small number since 1990. After Cyclone Nargis in 2008, humanitarian shelters were opened significantly, with more than 100 local and international non-governmental organizations. Constitutional and political changes since the 2010 election have led to an increase in local and international non-governmental organizations. International non-governmental organizations (INGOs) have played an important role in matters relating to the current development and humanitarian situation in Myanmar including the environment, health, education, livelihoods, rule of law, advocacy, and civil society capacity building.

Since most non-governmental organizations are not for profit, the direct effort to create a social impact depends on the duration of the project. Financial resources for these organizations are often allocated from grants and donations. A major problem for many organizations is the lack of regular funding for operations. It's about providing services to people who don't pay. All non-governmental organizations are donor-funded programs. Donors may stop funding due to unforeseen difficulties and policies. In fact, conditional results and effects on diversity are not always positive. Thinking and preparing an estimate or something can have negative aspects.

In the past, non-governmental organizations in Myanmar mostly focused on the health sector, but this trend changed after the democratic government began in 2010. Non-governmental organizations facilitating socio-economic development projects in Myanmar may submit a proposed project Memorandum of Understanding (MOU) or similar draft document in English to the Myanmar Ministry of National Planning and Economic Development (MNPED). An MOU/Project Proposal containing the overall framework/aspects will be signed by MNPED.

Non-Governmental Organizations must obtain approval from the concerned Ministry before signing any sub-contract containing the MOU/Project Document. Prior to 2012, signing a memorandum of understanding or a difficult ministry and organization registration process and agreement was a complex process, time-consuming and difficult to obtain final approval. The draft constitution for non-profit organizations will be clearer after its release in 2014, and the process of obtaining permits will continue.

In Myanmar, non-governmental organization are working for multi-sector include health, livelihood and food security, peace building and conflict preventing, gender, research, law and justice, agriculture, disaster risk recovery, education, environmental changes, governance, information management, mine action, nutrition, water and sanitation, protection and so on. Most of them are based in Yangon and have branch offices in the implementation areas.

3.2 Development of Non-Governmental Organizations

In the early 1990s, UN agencies and international non-governmental organizations became actively involved in Myanmar. Local NGOs were established with their support. Most of these local NGOs provide health care and health education services and HIV/AIDS prevention. They focus on child protection and microfinance. Many non-governmental organizations are widely involved in welfare work, labeled as a more flexible way to provide political alternatives.

In the wake of Cyclone Nargis in 2008, civil society grew and sympathizers from across the country formed local organizations to carry out relief efforts. Inevitably, some of these relief groups are temporarily closed, while others continue to do social work for those in need. Political changes in Myanmar have made civil society efforts more accepting. This has prompted many international organizations to establish non-governmental organizations (NGOs) to assist in development and humanitarian efforts in Myanmar.

The most significant development for the legal place of business has been the enactment of the Association Registration Law (ARL) in July 2014. United Nations agencies, international organizations, Official Guidelines for Non-Governmental Organizations (NGOs) and International Non-Governmental Organizations; All International Non-Governmental Organizations (INGOs) have been officially registered with the Ministry of Home Affairs and supported by the Myanmar government to sign a Basic Cooperation Agreement with the Union of Myanmar in relation to the proposed project.

Firstly, the Union Registration Committee must issue temporary registration certificates to INGOs/NGOs within 7 business days from the date of application. While INGOs/NGOs are registered with the Union Registration Committee, the Nay Pyi Taw Council Registration Committee also exists around the Nay Pyi Taw Council. If the registration is approved, a registration certificate must be issued within 90 working days. If the registration is refused, the committee shall notify the organization in writing within 30 days with sufficient reasons for the refusal.

After the organization is registered, it will be allowed to open an office. INGOs/NGOs are required to inform the respective Ministries and concerned Ministries of office about opening and closing hours. While working in Myanmar, INGOs/NGOs must provide a certificate of registration (originally required) for visa applications. Travel permit; It will be necessary to secure MOUs with other government ministries and to confirm the organization's status when applying for funding from international donors. INGOs/NGOs shall provide monthly and quarterly reports to the MNPED as well as their operational and financial statements by submitting annual year-end reports to the respective Ministries.

All organizations established under the Political Parties Registration Act are engaged in religious and commercial activities and are not required to apply for registration with the Federal Election Commission. All organizations applying for a permit must comply with law enforcement, security and applicable state laws. It must be consistent with the development of social sectors of the country. All funding for the project should be channeled through the Myanmar Foreign Trade Bank. NGOs are the Ministry of National Planning and Economic Development, the Ministry of Foreign Affairs. The Ministry of Interior and other relevant ministries are required to be notified when their offices are open or closed. Currently, international NGOs are not officially registered. Most operate under a framework agreement with the Myanmar government, for example by signing a Memorandum of Understanding (MOU) or letter of agreement with the relevant ministry responsible for the sector in which they operate.

Regarding funding, there are three other ways that an international NGO can bring money into Myanmar. First, funds can be sent through the Myanmar Foreign Trade Bank, which is a legal means of currency exchange. Second, foreign currency can be exchanged into kyats and brought into Myanmar as cash. NGOs in Myanmar typically hire both foreign and local staff. The guidelines prescribe various authorizations and requirements for the recruitment of NGO staff. All people working in Myanmar will be protected by Myanmar's employment laws. It would be prudent to have the employment contracts of these workers reviewed by a qualified Myanmar lawyer.

The best approach to establishing and operating an NGO in Myanmar depends to some extent on the nature and objectives of the NGO. As NGOs increasingly find their place and purpose in this new frontier, greater clarity within the regulatory framework for NGO registration and operations, transparency and flexibility can be expected.

3.3 Ability of Non-governmental Organizations

The ability of non-governmental organizations to access external support from energy sources and connect to networks outside the country is key. Actors in the international community involved in the financing of non-governmental organizations may not fully understand the agenda of these non-governmental organizations.

Their financial support expands their influence at the national and international levels. Reaching out to overseas audiences allows non-governmental organizations to spread their message about the situation in Myanmar. This allows them to promote their businesses and ask for more help. The government provides some kind of protection. This is because temporary retaliation is more visible and likely to be reported and condemned by the international community.

Opportunities for official representation from the UN and other organizations abound. As a result, one of the indicators of NGO power is international engagement and the ability to leverage international resources. An important part of international aid is provided by NGOs, and these funds are used in part to provide public services (saving government funds that would otherwise be spent on other sectors); NGOs don't think this money carries much weight in assessing legitimacy for the communities they work in.

In some places, education is provided only by NGOs and non-state ethnic groups, and the new generation wants to be closer to the NGO concept and familiar with the cultural and political affiliations of NGOs. Christian NGOs play a key role in providing education in minority areas. From preschools to day care to primary schools, children are immersed in the values of NGOs from an early age. Child-centered teaching methods have been adopted by some monasteries and various private schools supported by NGOs. It has helped the younger generation to develop critical thinking skills like being taught in public school without understanding and questioning.

Educational activities will have an impact on the legitimacy of NGOs in the near future. The goals and strategies of non-governmental organizations are diverse and work for the people. open contracts; Types of employment contracts within non-governmental organizations, such as fixed contracts and temporary contracts, depend on funding and project requirements. Non-Governmental Organizations Staff are generally employed by most non-governmental organizations and some professionals are used to providing services.

Many young people involved in non-governmental organizations feel that they lack guidance or a clear career path, while at the same time there is pressure to learn and deliver project results. Some employees felt that their supervisors did not provide clear guidance on the day-to-day tasks required to perform their roles. It's made worse by the lack of a job description. This results in supervisors setting unrealistic demands on the employee or doing what the employee needs.

Some non-governmental organizations are financially prosperous when they receive funding from donors. In addition, financial support from citizens to non-governmental organizations is essential to completing projects and is a limited resource. As a result, resource management can influence the level of satisfaction and lead to their actions within civil society and the state. Employees of non-governmental organizations provide direct access to the community by providing their services. Maintaining the well-being of non-governmental organization employees is critical to improving those organizations' contributions to society. Non-governmental organization employees provide an essential service to the community and work closely with the professionals who serve them.

Salary is an incentive, but not the main factor. In religious-based non-governmental organizations, the monthly salaries of junior and middle-level employees are very low. Other non-governmental organizations pay more, but generally the motivation to join this sector is not just about income. Payment of salaries or incentives depends on donor funds or income received from an activity undertaken by the organization. This sometimes has a huge impact on the morale and performance of employees within this organization.

A donor may not be able to fund the hiring of additional staff, and existing staff may not have the necessary skills, sometimes filling multiple positions. It is a work assignment between employees. This leads to increased dissatisfaction and ultimately lower performance of the organization as a whole. Employees feel that their concerns and needs are not addressed by organizations and are overwhelmed by the organization's need to satisfy donors. Employees are not motivated to fulfill the organization's goals or core mission. Organizations that work long-term to counter discontent and distance themselves from the view also have limitations. Increasing professionalism in the sector may be accompanied by more inclusive practices or recruitment. The importance of development and social relations is fundamental and the best conditions are maintained for the employees of non-governmental organizations.

3.4 Procurement and Supply Chain Management of Non-Governmental Organizations

A procurement plan is typically drawn up at the project application stage and must be finalized at the start of a project, even if not required by the donor. procurement and logistics costs; This is to ensure that all time constraints and other considerations are factored into the budget and accounted for in the action plan. program in procurement planning; including procurement and finance staff and supplies; Establishing a realistic plan that ensures services and tasks are received correctly and in a timely manner requires robust coordination. Thorough and timely procurement planning is critical to successfully meeting the country's program needs, not donor needs. It must be determined that the project needs support/services/activities.

Before starting the procurement activities, a procurement committee was formed. The procurement committee should ensure transparency in the procurement process. Facilitates competitive bidding and awarding of contracts based on equal treatment of suppliers and brings a level of expertise.

The procurement committee also functions as an evaluation committee and there is no need to constitute a separate committee for the purpose of evaluation. If expertise is required and such expertise is not available in the procurement committee.

This must be achieved through the appointment of internal experts or external consultants. The same project may need to use different experts to evaluate each individual.

The primary function of the procurement department is to ensure that the supplies and services needed to support business operations are available in a timely manner and are of sufficient quality and quantity.

The procurement department serves other departments by acting as the primary liaison between suppliers and country programs. The procurement process involves a lot of documentation as the procurement team needs to track requests and activities between different departments within the organization and between its headquarters.

In order to purchase goods locally. The purchasing department issues the purchase order and takes all the necessary steps to purchase the product locally. After the purchase, the goods are delivered to the warehouse. The warehouse manager stores the goods in the warehouse in an orderly manner using appropriate bin cards and stock cards to sort the goods. From there, the goods are distributed in whole or in part to the organization's project sites as required using the most reliable and efficient means of transportation.

For products purchased internationally or from overseas, after the procurement department checks the contents of the request with the requestor again, the request form is usually sent to the head office of the foreign procurement department. The head office procures goods from abroad and sends them by air or sea as appropriate. The procurement department carries out all necessary import procedures and customs clearance procedures and gives the green light to the airport or port customs warehouse using the freight charges. The goods are then sent to the warehouse manager and the warehouse process is carried out as if the goods were purchased locally. The warehouse then distributes the goods to the respective organization's project sites using the most appropriate transportation method.

Community involvement, also referred to as project procurement, is not limited to purchasing products found in rural areas. Community involvement in procurement often means that the community has access to markets and can provide meaningful input on what local products to buy and where to buy them. Typical village products

are bamboo, rice seeds, local seeds, sand brick boat pipe, breeding such as fishing and perishable goods.

Supply chain management is the process of integrating supply and demand management not only within the organization but also across the various members and channels of the supply chain. Organizations have five basic components in a supply chain management system.

(1) Planning

Supply chain managers need to plan ahead for public needs. This means forecasting demand, designing the supply chain intentionally, and determining how the organization will measure the supply chain to ensure that it is performing as expected in terms of efficiency. It means providing public value and helping to achieve organizational goals.

(2) Sourcing

Selecting suppliers who will provide the goods, raw materials, or services that create the product is a critical component of the supply chain. This includes not only creating contracts that govern suppliers, but also managing and monitoring existing relationships. As part of strategic sourcing, supply chain managers are responsible for ordering; accepting must oversee processes for managing inventory and authorizing invoice payments to suppliers.

(3) Making

Supply chain managers also need to help coordinate all the steps involved in creating the product itself. This includes reviewing and accepting raw materials; product manufacturing; including quality inspection and packaging. In general, to ensure that businesses maintain overall standards of quality, evaluate production and employee productivity.

(4) Delivering

Ensuring that products are delivered to customers is a success and is fundamental to a successful supply chain. This includes coordinating orders; scheduling delivery; delivery includes invoicing and accepting payments. In general, you will have to manage a fleet of vehicles to transport goods from oil tankers to shipping trucks and the last mile delivery of foreign manufactured goods. In some cases, organizations outsource the delivery process to other organizations that may have special handling requirements or oversee home delivery.

(5) Returning

Supply chain managers need to develop a network that supports the return of goods. In some cases, this includes removing or remanufacturing the defective product. In others, this may simply mean sending a product back to the warehouse. This network is responsible for supporting public needs and needs to be flexible. The foundation for each of these components is a strong network that can effectively monitor information throughout the supply chain and ensure compliance with laws and regulations.

Effective supply chain management has three main benefits for an organization (i) lowered costs, (ii) increased revenue and (iii) asset utilization. Supply chain management allows organizations to deliver more quickly, ensure products are available, reduce quality issues, and navigate returns with ease, ultimately improving value, both within the organization and for the public.

3.5 Non-Governmental Organizations Projects

The non-governmental organizations offer humanitarian assistance including the provision of shelter, water, sanitation and hygiene support, as well as the delivery of food, nutrition and health services for conflict affected and displaced people. The non-governmental organizations have provided life-saving assistance to communities across the state during floods and cyclones and strengthened the capacity of government and civil society organizations to cope with natural disasters.

Many non-governmental organizations run long-term development programs for all communities across States and Regions. For many years, the non-governmental organizations have worked with the State or Region Government to develop health infrastructure, support agricultural and economic development, and strengthen educational systems throughout the states and regions. Achieving sustainable peace and development in Myanmar is only possible by addressing the complex and sustainable humanitarian and development needs of all communities in the state and region. The non-governmental organization community recognizes the Government of Myanmar as the main body responsible for respecting and protecting the rights of all people in Myanmar.

(1) Food Security Project

In response to the severe effects of COVID-19, a large number of people were targeted for assistance in urban areas in Yangon earlier this year. Most pre-positioning operations of food security project partners in densely populated areas should be noted. Aid was subsequently realigned to better reflect the reality of needs and address food gaps in non-urban areas.

The project has made significant progress as it extends emergency aid to vulnerable and vulnerable people throughout hard-to-reach areas in the northwest, and in previously unreached areas in the southeast, such as Kayah State. Food aid. The group is located in the Magway region. It has enhanced its presence and operational coverage in Sagaing Region and Southern Shan State.

Agricultural and livelihood support and programming is comparatively limited. In addition to providing priority support for food crop and vegetable production, household farming training was also conducted. It is important to support families to grow their own food at the household level, especially in conflict-affected areas where large-scale agriculture becomes more challenging due to insecurity.

The following table shows the food security projects from 2018 to 2022 in Myanmar.

Table (3.1) Food Security Projects (2018-2022)

Year	Fund (US\$ Million)	Projects (No.)	Targeted People (No.)
2018	0.7	4	46000
2019	0.9	3	57000
2020	1.8	7	37000
2021	2	10	52100
2022	95	45	3500000

Source: Annual Report of Myanmar Humanitarian Fund, 2023

(2) Health Project

Some of the key health services provided by project partners include: primary health care; transferring acute patients to secondary care; prenatal and postnatal care; childbirth care (mother and baby); family planning, malaria testing and treatment and tuberculosis disease screening/referral to secondary care.

Health project partners include non-communicable disease treatment; trauma and wound care; providing rehabilitation services and assistive devices for people with physical injuries and different forms of disabilities. Disease surveillance and outbreak response and education on common health problems were also conducted in vulnerable areas.

The health project partners used various modalities, including mobile clinics, fixed health facilities, outreach services, tele-consultation, in-kind assistance and cash assistance. Table (3.2) shows the health projects from 2018 to 2022 in Myanmar.

Table (3.2) Health Projects (2018-2022)

Year	Fund (US\$ Million)	Projects (No.)	Targeted People (No.)
2018	0.9	6	360000
2019	1.3	6	327000
2020	1.5	13	195000
2021	2.5	18	265000
2022	22	30	553000

Source: Annual Report of Myanmar Humanitarian Fund, 2023

(3) Education Project

The Education Project is strengthening collaboration with the Education Sector Group (ESG) to harmonize and better coordinate teacher capacity building initiatives in both the humanitarian and development sectors.

The education project is prioritized the scale up of its coordination capacity through additional staffing and the activation of coordination mechanisms at the sub-national level across four hubs in the Northeast, Northwest, Rakhine, and the Southeast. These structures, which provide simultaneous interpretation services during national meetings, further strengthen field-level engagement and the active participation of local partners in particular.

The education project ramped up with community leaders to better understand their views and preferences on children's education. Community consultations with parents and carers have been stepped up. These consultations are for parents and caregivers; they provide opportunities for community leaders and other stakeholders to encourage more enrollment in different education systems according to their preferences.

The education project is prioritized the most vulnerable population groups including displaced children and those in host communities given the funding deficits, shrinking humanitarian space, access constraints and other challenges that required some programmatic adaptations. Table (3.3) shows the education projects from 2018 to 2022 in Myanmar.

Table (3.3) Education Projects (2018-2022)

Year	Fund (US\$ Million)	Projects (No.)	Targeted People (No.)
2018	0.05	1	25000
2019	0.9	4	36000
2020	1.9	11	62000
2021	3.8	13	158000
2022	9	20	890000

Source: Annual Report of Myanmar Humanitarian Fund, 2023

(4) Nutrition Project

The project activities include education to increase awareness of health and nutrition among villagers, especially families with children, and to teach positive habits when necessary. Among such practices are parents regularly preparing nutritious meals and making sure children eat them. This is supported by feeding and supplementing with nutrients such as vitamin B1 for nutritional support.

Some of the local villagers have customs that harm their children. They bathe their newborn babies and feed them after birth, denying them meat in the belief that they will give them worms. By providing nutrition and health education, parents are becoming aware of proper child-rearing, and the state of childhood nutrition is improving. The following table shows the nutrition projects from 2018 to 2022 in Myanmar.

Table (3.4) Nutrition Projects (2018-2022)

Year	Fund (US\$ Million)	Projects (No.)	Targeted People (No.)
2018	0.6	5	73000
2019	0.4	3	66000
2020	0.25	5	12000
2021	1.3	8	35000
2022	8	15	218000

Source: Annual Report of Myanmar Humanitarian Fund, 2023

(5) Water, Sanitation and Hygiene (WASH) Project

In Kachin State, some 68 per cent of the targeted population with water, 82 per cent with sanitation, and 73 per cent with hygiene promotion services (MHF, 2023). In the Chin State, Magway Region and Sagaing Region, 65 per cent of the target population with water, 55 per cent with sanitation, and 68 per cent with hygiene interventions (MHF, 2023).

In Rakhine State, 87 per cent of the target population benefitted from potable water delivery, 95 per cent received hygiene support, and 84 per cent were reached with sanitation services (MHF, 2023). In Shan State, 30 per cent of the target group with

water, 55 per cent with sanitation, and 73 per cent with hygiene interventions (MHF, 2023)

In the Bago, Kayah State, Kayin State, Mon State and Tanintharyi Region, 88 per cent of those targeted with water, 49 per cent with sanitation, and 96 per cent with hygiene support (MHF, 2023). In Yangon Region, 95 per cent of the target population was reached through the distribution of safe or purified drinking water including vulnerable people living in informal settlements in Hlaing Tharya Township (MHF, 2023). The following table shows water, sanitation and hygiene projects in Myanmar.

Table (3.5) Water, Sanitation and Hygiene Projects (2018-2022)

Year	Fund (US\$ Million)	Projects (No.)	Targeted People (No.)
2018	0.7	4	58000
2019	0.7	4	75000
2020	1.7	10	75000
2021	4.4	15	129500
2022	1.7	10	76000

Source: Annual Report of Myanmar Humanitarian Fund, 2023

According to Table (3.5), water, sanitation and hygiene projects have been increased from 4 projects to 10 projects from 2018 to 2020. However, 2021 to 2022 decreased from 15 projects to 10 projects because of the country's political situation and the effect of the COVID 19 pandemic.

CHAPTER IV

SURVEY ANALYSIS

4.1 Survey Profile

There are about 250 NGOs/INGOs in Myanmar to improve the effectiveness and coherence of humanitarian relief, development aid and peace building in the country (MIMU, 2017). The study is collected from 150 employees who are working in NGOs/INGOs in Myanmar such as Lutheran World Federation, Médecins du Monde, CARE International in Myanmar, Norwegian Refugee Council, Première Urgence Internationale, Médecins Sans Frontières, World Vision, Adventist Development and Relief Agency, Marie Stopes Myanmar and GRET.

In 2008, the **Lutheran World Federation (LWF)** began working in Myanmar as part of an Action by Churches Together (ACT) Appeal to respond to the devastation of Cyclone Nargis. LWF is officially registered as an international non-governmental organization with the Ministry of Home Affairs and has been signed memorandum or understandings with the Ministry of Social Welfare, Relief and Resettlement.

The LWF Myanmar program is for the country's poorest. It helps marginalized and vulnerable sectors and conflicts. Displaced people. It works among people affected by natural disasters and injustices. The program will be limited to graduate communities in the Ayeyarwady Region and Karen State. It will continue in China State and Rakhine State. There are no immediate plans to expand to other states, but additional villages will be added to existing project areas as capacity and resources permit. Contingency, where our organizational and financial capacity permits; The country's program will respond to development and advocacy needs.

Médecins du Monde (Mdm) has been operating in Myanmar since 1994. It is an international humanitarian organization that provides medical care to vulnerable people around the world, including France. It is for doctors, to obtain voluntary commitments from other health care providers and experts in other areas needed for its

operations; to seek at all times to enlist and intimately encourage all competent support necessary for the success of its projects; working relationships with the population in its care. The MdM flagship program provides comprehensive harm reduction and HIV/AIDS prevention and care to high-risk groups who inject drugs in Kachin State. Community mobilization and advocacy with an emphasis on peer outreach for female sex workers and men who have sex with men.

Since 1995, **CARE** International in Myanmar has responded to humanitarian and development needs in Myanmar with a religiously neutral approach. CARE Myanmar is a remote community of women and girls in rural and conflict-affected areas. To respond to long-term rehabilitation and development needs. Flexible commitments are maintained. Women and girls in the city. CARE International's program in Myanmar focuses on humanitarian and resilience issues such as gender-based violence in food and nutrition security; natural disaster reduction; Reproductive health rights and addressing gender norms and social cohesion. CARE Myanmar has nine field offices in Mandalay, South Oklarpa, Lashio, Loikaw, Malamyine, Dawei, Hpa An, Maungdaw and Buthidaung.

The Norwegian Refugee Council (NRC) provided humanitarian assistance and protection to vulnerable refugees in Myanmar following Cyclone Nargis in 2008. At that time, NRC has evolved into a complex and mature mission with an excellent reputation for technical expertise and program delivery. NRC Myanmar works with a diverse portfolio of partners and donors. In the past years, NRC Myanmar has been a pioneer in pioneering fair share and integration programs. Here are the donors. Embassies. It is an opportunity to join one of the most respected humanitarian actors in Myanmar, with great opportunities to work with stakeholders and peer agencies and diverse donors and partners.

Première Urgence Internationale (PUI) is a non-governmental, non-profit, non-political and non-religious international aid organization. PUI has been working as Aid Medical International (AMI) since 1983 on health-related issues for the people of Myanmar. The merger of PU and AMI in 2011 strengthened the capacity to provide integrated multi-sector approaches using the experience of the combined institutions, leading to more diverse programming and intervention possibilities. PUI's mandate to respond to emergencies remains a priority to adapt to the contextual needs of Myanmar's population. PUI Projects in Shan State. It covers many regions of the country, including Yangon and Karen State.

Médecins Sans Frontières (MSF) works in more than 65 countries around the world in disaster. An international medical humanitarian organization that provides assistance to victims of natural or disasters caused by humans and armed conflicts. MSF has been working in Burma since 1992, currently working in Shan State, Rakhine state. Kachin State Health care is being provided in Yangon and Taninthary Region and Wa Special Region 2. More than 1,000 employees work closely together to ensure that international and national employees are up to the task: health centers; quality care and treatment through a network of health posts and mobile clinics. The groups are made up of various medical, logistics, qualified health workers in the areas of water and sanitation; Administrators is composed of coordinators and experts.

World Vision has been working in Myanmar since 1991 and currently operates in 13 of the 14 states/regions. World Vision is one of the largest international NGOs operating in Myanmar, with over 700 full-time staff and over 3,000 volunteers across 34 programs and over ten special projects. These programs are educational, health agriculture. It covers many sectors, including livelihoods and child protection. The microfinance program was launched in 1998 and has grown to over 60,000 clients. World Vision has significant disaster response capacity by prepositioning supplies in warehouses in Yangon and Mandalay. Community-based disaster mitigation has received increased programmatic emphasis. As a leading humanitarian agency in Myanmar, World Vision supports relief and rehabilitation efforts for internally displaced people in Kachin State in the Irrawaddy region. Due to the floods of 2015, restoration works are being carried out in areas affected by landslides in Magway and Sagaing regions and in Chin State.

Adventist Development and Relief Agency (ADRA) Myanmar is an implementing office within the ADRA network and is a registered and accredited NGO in Myanmar. Established in 1984, ADRA Myanmar is one of ADRA's oldest country offices, providing development and relief assistance across the country. In 1992, ADRA Myanmar was registered with the Ministry of Home Affairs. ADRA Myanmar supports education and careers. It operates under four main sectors for health and emergency matters. Gango (Magway region) at ADRA Myanmar headquarters; There are branches in Pyin Oo Lwin (Mandalay). There are four main offices, including Lashio (Sham Province) and Pha An (Karen State). ADRA Myanmar continued to sign a memorandum of understanding with the Ministry of Health and the Ministry of Social

Work Relief and Resettlement, and agriculture. We have built strong working relationships with the Ministry of Livestock and Irrigation and the Ministry of Education.

Since 1997, **Marie Stopes Myanmar** has taken a two-pronged approach to improving sexual and reproductive health in the country. Marie Stopes Myanmar is working with the Myanmar government to improve access to sexual and reproductive health care and sexuality education, especially for people living in poor and disadvantaged areas. Marie stops international sex; Implementation of Reproductive Maternal, Newborn, Adolescent and Child Health. HIV prevention in many places in Myanmar; treatment and care activities; MSI means medium; Center-based mobile distribution of goods and services; Delivered through social marketing channels and other effective and flexible methods.

GRET is a French NGO working in Myanmar since 1995, and has continuously implemented many GRET projects, especially in the Ayeyarwady Delta region after the cyclone, with complete implementation from emergency to long-term development approach, comprehensive food and related approach. generate income for farmers and the landless; To focus on capacity building and knowledge dissemination; participatory management for community-based organizations for sustainable ownership; promoting ecology for agriculture; Promotion of agro-ecology to develop sustainable and safe production systems.

4.2 Survey Design

The survey was conducted on the 150 employees of ten non-governmental organizations in Myanmar. One hundred and fifty respondents to this survey were a much higher response than expected given that it was voluntary. In the design of the survey and the presentation of this document, the questions were matched with the effective performance of procurement and supply chain management in non-governmental organizations. The survey data collection method used random sampling method with structure questionnaire.

The structured questionnaire consisted of multiple-choice questions in which the researcher asked respondents to choose answers on a 'Likert Scale' (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree) and 5. = Strongly agree.). The collected data were tabulated, analyzed and interpreted in the light of objective of the study by

applying descriptive statistics method. Table (4.1) shows number of respondents from ten non-governmental organizations.

Table (4.1) Sample of Study

No.	Name of Organization	Number of Respondents
1.	Lutheran World Federation	35
2	Médecins du Monde	15
3.	CARE International in Myanmar	20
4.	Norwegian Refugee Council	5
5.	Première Urgence Internationale	10
6	Médecins Sans Frontières	15
7.	World Vision	25
8.	Adventist Development and Relief Agency	5
9.	Marie Stopes Myanmar	10
10.	GRET	10
Total		150

Source: Survey data, 2023

4.3 Survey Result

The following Table (4.2) shows the characteristics of respondents such as gender, age level, marital status, educational qualification, position, working experience, basic salary, duty station and project program.

Table (4.2) Characteristics of Respondents

Description	Respondents	Percentage
Gender		
(a) Male	27	18.0
(b) Female	123	82.0
Total	150	100

Age Group		
(a) 20 years to 29 years	39	26.0
(b) 30 years to 39 years	65	43.3
(c) 40 years to 49 years	36	22.0
(d) 50 years and over	10	8.7
Total	150	100
Educational Qualification		
(a) Graduated	115	76.7
(b) Master Degree	28	18.7
(c) Doctorate	7	4.6
Total	150	100
Position		
(a) Project Officer	10	6.7
(b) Supply Chain Management Officer	15	10.0
(c) Field Coordinator	35	23.3
(d) Project Supervisor	60	40.0
(e) Project Assistant	30	20.0
Total	150	100
Working Experiences		
(a) Less than one year	17	11.3
(b) Between one year to five years	58	38.7
(c) Over five years	75	50.0
Total	150	100
Basic Salary		
(a) Less than 500,000 Kyat	38	25.3
(b) Over 500,000 Kyat	112	74.7
Duty Station		
(a) Kayin State	5	3.3
(b) Rakhine State	7	4.7
(c) Magway Region	8	5.3
(d) Ayeyarwady Region	23	15.3
(e) Yangon Region	107	71.4
Total	150	100

Project Program		
(a) Education	12	8.0
(b) Health Care	55	36.7
(c) Livelihood	68	45.3
(d) Emergency	15	10.0
Total	150	100

Source: Survey data, 2023

Regarding from 150 respondents (Table 4.2), the majority of respondents 82 respondents (54.7%) were male and the rest of 68 respondents (45.3%) were female. In the age group between 20 years to 29 years have 39 respondents (26%), between 30 years to 39 years have 65 respondents (43.3%), between 40 to 49 years have 36 respondents (22%) and 50 years and over have 10 respondents (8.7%) respectively. Most of the respondents were graduated level.

Within 150 respondents, 10 respondents (6.7%) have project officer, 15 respondents (10%) have supply chain management officer, 35 respondents (23.3%) have field coordinator, 60 respondents (40%) have project supervisor and 30 respondents (20%) have project assistant. Most of the respondents have over five years working experience and the basic salary is more than 500,000 Kyat. Most of the respondents were working at Yangon Region and livelihood project program.

(A) Procurement Practices

Procurement practices refer to a successful procurement strategy and the benefits often derived from adequate and efficient procurement procedures that optimize cost to meet customer needs. Procurement planning is carried out as part of the program or service planning process. The core concept of procurement is advanced planning; scheduling and bulk purchasing are cost effective because to efficient operation and increased value for money.

The public sector is expected to use procurement planning as an opportunity to evaluate the entire procurement process so that sound judgments and good decision making will facilitate the success of the procurement of work and services is expected to use the procurement plan as an opportunity to evaluate the entire procurement

process, which will facilitate the success of the overall project implementation. Table (4.3) shows what happens in the organization as a result of the procurement planning.

Table (4.3) Procurement Planning

Description	1	2	3	4	5	Mean
Improve performance.	8 (5.3%)	14 (9.3%)	40 (26.7%)	75 (50.0%)	13 (8.7%)	3.47
Increase number of orders.	16 (10.7%)	20 (13.3%)	43 (28.7%)	57 (38.0%)	14 (9.3%)	3.22
Increase number of projects completed on time.	7 (4.7%)	20 (13.3%)	27 (18.0%)	58 (38.7%)	38 (25.3%)	3.67
Increase quality of goods and services.	6 (4.0%)	10 (6.7%)	53 (35.3%)	65 (43.3%)	16 (10.7%)	3.50
Increase reliability.	5 (3.3%)	7 (4.7%)	53 (35.3%)	73 (48.7%)	12 (8.0%)	3.53
Reduce conflict of interest.	3 (2.0%)	15 (10.0%)	41 (27.4%)	64 (42.6%)	27 (18.0%)	3.65
Reduce costs.	2 (1.3%)	5 (3.3%)	45 (30.1%)	86 (57.3%)	12 (8.0%)	3.67
Reduce number of complaints.	13 (8.7%)	20 (13.3%)	57 (38.0%)	43 (28.7%)	17 (11.3%)	3.21
Reduce number of risks.	7 (4.7%)	10 (6.7%)	53 (35.3%)	65 (43.3%)	15 (10.0%)	3.47
Uniform procurement systems.	5 (3.3%)	7 (4.7%)	49 (32.7%)	72 (48.0%)	17 (11.3%)	3.59

Source: Survey data, 2023

According to Table (4.2), 58.7% expressed that their job performance improved due to the procurement planning, although the remaining respondents was disagreed and strongly disagreed to this question. Within 150 respondents, 47.3% of respondents responded that the number of goods and services ordered from various project increased due to the procurement planning.

According to result of 150 respondents, 64% expressed that the number of projects completed on time because of the procurement planning and also 54% of respondents responded that quality of goods and services have increased by conducting the procurement planning. Among 150 respondents, 56.7% responded that reliability was increased by using procurement planning.

Moreover, (60.6%) respondents responded that to reduce costs by conducting procurement planning. In addition, 40% of respondents expressed that the procurement planning is reduced number of complaints. 53.3% of respondents responded that to reduces the number of risks due to the procurement planning. 49.3% expressed that procurement planning is uniform procurement systems.

The procurement planning stage is the most important part of the project implementation. The procurement and supply chain team needs to monitor by using procurement tracking tools to improve the performance of procurement processes and not delay delivering the required supply and services to the end user or the requester in the organization.

The procurement team has to ensure all updated information to improve the performance of the process and work together with the supplier and vendors. It can be repeatedly ordered for the same items based on available funding to meet the requirements of the beneficiaries or the community. The procurement team has to manage the framework contracts for years and it will need to issue the purchase order.

There are many varieties of projects that need to complete all project activities on time. The procurement team needs to ensure all required activities are completed on time and to increase the number of projects completed on time. It will link to the reputation of the organization to get more funding from the donors.

The procurement team purchases the goods and services and needs to understand the detailed specification of goods and what service requirements are based on the scope of work or Terms of Reference (ToR). The procurement team or other third parties do inspect goods and services to meet the requirements.

The procurement team is responsible for all procurement processes and all project holders rely on the procurement team. The reliability of the procurement team is very important to initiate the project and also starting the procurement planning stage.

Conflict of Interest is the most essential part of protecting everyone who is involved in the procurement process and the organization should have clear guidelines to follow the Code of Conduct (CoC) for suppliers as well as staff in the organization. The responsible person needs to explain conflicts of interest transparently to avoid conflict among staff and also suppliers.

The procurement team needs to ensure the cost efficiently and needs to find out more information needed to purchase goods and services to meet the minimum specification of the requestor by practicing value for money. There might be misunderstandings and complaints about the procurement process such as evaluation, financial scoring to select the suppliers. The procurement team needs to be aware of potential complaints along with the procurement process.

The procurement team needs to consider what probable risks to the organization and operational risks in the procurement process. The procurement team needs to understand the risk and to avoid the risk of delivering goods and services. The procurement system needs to be set up and applied in the organization from top to bottom. This system needs to be clear and understood by all staff in the organization. The participation of each and every project staff in preparing the procurement planning by understanding of the procurement system.

In procurement, negotiation is an essential part of procurement as it creates an agreement that meets the needs of both organizations. It can be used to solve a variety of issues, from pricing to delivery time to services. The role of negotiation in procurement can be summarized as the process of resolving differences and conflicts between buyers and suppliers. Although negotiation is a time-consuming process, it is necessary to reach a satisfactory agreement between the consumer and the supplier. Negotiations can also help resolve misunderstandings or miscommunications between the two parties. Table (4.4) shows the organization as an effect of procurement negotiation.

Table (4.4) Procurement Negotiation

Description	1	2	3	4	5	Mean

Ensure agreement on the essential terms of the contract.	0 (0.0%)	0 (0.0%)	37 (24.6%)	75 (50.0%)	38 (25.4%)	4.01
Insure agreement on deliverables under the contract.	0 (0.0%)	0 (0.0%)	35 (23.3%)	95 (63.3%)	20 (13.4%)	3.90
Give concessions and bargaining.	3 (2.1%)	8 (5.3%)	33 (22.0%)	64 (42.7%)	42 (27.9%)	3.89
Improve efficacy on limited resources.	4 (2.7%)	13 (8.7%)	69 (45.9%)	55 (36.7%)	9 (6.0%)	3.35
Increase collaborative relationships.	0 (0.0%)	4 (2.7%)	49 (32.7%)	85 (56.6%)	12 (8.0%)	3.70
Clear commitments.	0 (0.0%)	10 (6.7%)	60 (40.0%)	48 (32.0%)	32 (21.3%)	3.68
Build trust.	0 (0.0%)	0 (0.0%)	35 (23.3%)	95 (63.3%)	20 (13.4%)	3.90

Source: Survey data, 2023

In the study of procurement negotiation statement, most of the respondents agreed that an ensure agreement on the essential terms of the contract and an insure agreement on deliverables under the contract. Most of the respondents agreed that procurement negotiation is give concessions and bargaining, increase collaborative relationship and build trust. Most of the respondents have neutral position on procurement negotiation is improved efficacy on limited resources and clear commitments.

The negotiations started after issued the confirmation of the acceptance letter to suppliers to deliver goods and services. Both parties are required to abide by the terms and conditions of the agreement and are responsible and accountable for enforcing the agreement. A legally signed agreement needs to express a clear commitment and build trust between the different parties. If there is a dispute regarding the delivery of goods and services, a signed agreement is a legally binding document.

Regular review of contract monitoring; analysis and documentation of performance metrics; involves monitoring and ensuring compliance with contract terms by identifying and resolving potential problems or non-compliance. The organization is the vendors. All contracts with suppliers and partners are stored in a centralized repository. This allows the contract management team to quickly find contracts; It allows them to review their status and monitor performance.

An effective contract administration requires a reliable monitoring process. By recognizing its importance and following proven industry methods businesses can reduce risk; improve performance and foster positive relationships with partners. A strong contract monitoring system can lead to higher profitability and sustainable growth in the long run. Table (4.5) shows the effective of contract monitoring and control program in the non-governmental organizations.

Table (4.5) Contract Monitoring and Control

Description	1	2	3	4	5	Mean
Achieving value for money.	4 (2.7%)	15 (10.0%)	75 (50.0%)	43 (28.7%)	13 (8.6%)	3.31
Continuous improvement.	3 (2.0%)	8 (5.3%)	61 (40.7%)	60 (40.0%)	18 (12.0%)	3.55
Improve quality.	0 (0.0%)	3 (2.0%)	15 (10.0%)	105 (70.0%)	27 (18.0%)	4.04
Improve transparency.	0 (0.0%)	0 (0.0%)	35 (23.3%)	95 (63.3%)	20 (13.4%)	3.90
Increase number of projects completed on time.	0 (0.0%)	4 (2.7%)	12 (8.0%)	85 (56.7%)	49 (32.6%)	4.19
Increase organizations reputation.	0 (0.0%)	0 (0.0%)	25 (16.7%)	114 (76.0%)	11 (7.3%)	3.91
Promote innovation in technology.	10 (6.7%)	25 (16.7%)	80 (53.3%)	35 (23.3%)	0 (0.0%)	2.93
Reduce number of projects uncompleted.	12 (8.0%)	28 (18.7%)	45 (30.0%)	52 (34.6%)	13 (8.7%)	3.17

Source: Survey data, 2023

From Table (4.5), 43 respondents (28.7%) agreed and 13 respondents (8.6%) have strongly agreed that the contract monitoring and control program is achieving value for money. 60 respondents (40%) agreed and 18 respondents (12%) have strongly

agreed to continuous improvement. Most of the respondents agreed that the contract monitoring and control program is improved quality and transparency. And also, most of the respondents agreed to this program is increased number of projects completed on time and increased organizations reputation. 35 respondents (23.3%) agreed to promote innovation in technology. Among 150 respondents, 52 respondents (34.6%) agreed and 13 respondents (8.7%) have strongly agreed to reduce number of projects uncompleted.

Best value refers to selecting offers to present the best possible combination of reasonable quality and cost. Best value for money does not necessarily mean the lowest price option and the best return on accurate quotation and tendering processes. The procurement team ensures the quality of goods and services through transparent procurement processes. It will also affect the reputation of the organization and is essential to improve the timely completion of the project and reduce the number of completions of project activities. The organization needs to create an innovative approach to the procurement process.

(B) Supply Chain Management

Supply chain management is a key issue in many organizations as companies realize the importance of creating integrated relationships with their suppliers and consumers. Supply chain management has become a means of improving competitiveness by reducing the uncertainty of material handling and improving public service. The effect is to increase the number of organizations involved in meeting public needs while reducing managerial control over day-to-day logistics operations. Less control and more supply chain partners have created the concept of supply chain management. The purpose of supply chain management is to promote trust and cooperation among supply chain partners, improve inventory visibility and inventory speed.

Table (4.6) Practice and Performance

Description	1	2	3	4	5	Mean
Focus on core competencies.	0 (0.0%)	3 (2.0%)	15 (10.0%)	105 (70.0%)	27 (18.0%)	4.04
Improvement of service levels.	10 (6.7%)	15 (10.0%)	35 (23.3%)	85 (56.7%)	5 (3.3%)	3.40
Optimum level of outsourcing with cost reduction.	0 (0.0%)	10 (6.7%)	60 (40.0%)	48 (32.0%)	32 (21.3%)	3.68
Improving asset utilization.	0 (0.0%)	0 (0.0%)	35 (23.3%)	95 (63.3%)	20 (13.4%)	3.90
Increased operational flexibility.	0 (0.0%)	0 (0.0%)	25 (16.7%)	114 (76.0%)	11 (7.3%)	3.91
Advance in online information systems.	12 (8.0%)	45 (30.0%)	55 (36.7%)	28 (18.7%)	10 (6.6%)	2.86
The organization collaborates with other organizations and stakeholders for information exchange in all aspects to improve service delivery.	4 (2.7%)	9 (6.0%)	55 (36.4%)	69 (46.2%)	13 (8.7%)	3.52
The organization provides training to employees to use the information system effectively.	3 (2.1%)	8 (5.3%)	33 (21.9%)	64 (42.5%)	42 (28.2%)	3.89
The organization works with its suppliers to ensure timely delivery of services.	0 (0.0%)	0 (0.0%)	25 (16.7%)	114 (76.0%)	11 (7.3%)	3.91
The organization collaborates with its partners in implementing its services.	0 (0.0%)	0 (0.0%)	37 (24.6%)	75 (50.0%)	38 (25.4%)	4.01

The organization shares their resources with its partners for success.	2 (1.2%)	5 (3.5%)	86 (57.3%)	45 (30.0%)	12 (8.0%)	3.40
The organization creates and maintains good relationship with their partners such as suppliers, distributors and public.	0 (0.0%)	0 (0.0%)	48 (32.0%)	70 (46.7%)	32 (21.3%)	3.89

Source: Survey data, 2023

According to result of 150 respondents (Table 4.6), most of the respondents agreed that the supply chain management is to focus on core competencies and to improvement of service levels. The majority of respondents have neutral answered to optimum level of outsourcing with cost reduction. Most of the respondents agreed that the supply chain management is improving asset utilization and increased operational flexibility. Although, 45 respondents (30%) disagreed and 12 respondents (8%) have strongly disagreed with advances in online information systems.

Most of the respondents agreed to the organization collaborates with other organizations and stakeholders for information exchange in all aspects to improve service delivery, the organization provides training to employees to use the information system effectively, the organization works with its suppliers to ensure timely delivery of services, the organization collaborates with its partners in implementing its services and the organization creates and maintains good relationship with their partners such as suppliers, distributors and public. The majority of respondents have neutral answered to the question of the organization shares their resources with its partners for success.

The procurement team needs to focus on the core competencies of vendors and suppliers and encourage them to improve service in real time. The most important part is to improve outsourcing and reduce costs. The procurement team needs to be familiar with the online system to find information and resources. On the other hand, the organization trains its staff to effectively collaborate with its partners in the implementation of its services. The organization needs to create the good relationship with suppliers, partners and the community. The right information is flowing in the supply chain management system and it will need to improve the training and performance system.

CHAPTER V

CONCLUSION

5.1 Findings

Non-Governmental Organizations (NGOs) in Myanmar are stakeholders with important social capital for nation-building and social development. These institutions are community development, basic health and education for the people. All non-governmental organizations are donor-funded programs. Donors may stop funding due to unforeseen difficulties and policies.

In Myanmar, non-governmental organization are working for multi-sector include health, livelihood and food security, peace building and conflict preventing, gender, research, law and justice, agriculture, disaster risk recovery, education, environmental changes, governance, information management, mine action, nutrition, water and sanitation, protection and so on. Most of them are based in Yangon and have branch offices in the implementation areas.

The purpose of the study is to ensure procurement and supply chain management support for the non-governmental organization projects and other emergency operations by enhancing effective performance of procurement and supply chain management in non-governmental organizations. The survey was conducted on 150 employees of ten non-governmental organizations in Myanmar with structured questionnaire.

According to result of 150 respondents, most of respondents were male and graduated level. In the positions of the respondents, 10 respondents have project officer, 15 respondents have supply chain management officer, 35 respondents have field coordinator, 60 respondents have project supervisor and 30 respondents have project assistant. Most of the respondents have over five years working experience and they were working at Yangon Region.

The public sector is expected to use procurement planning as an opportunity to evaluate the entire procurement process so that sound judgments and good decision making will facilitate the success of the overall project implementation in the procurement of goods, works and services. Most of the respondents agreed that procurement planning is improved their job performance and increased number of good or service orders from various project. Moreover, the majority of respondents have agreed to reduce conflict of interest and to reduce costs by conducting procurement planning.

The procurement planning stage is the most important part of the project implementation. The procurement and supply chain team needs to monitor by using procurement tracking tools to improve the performance of procurement processes and do not delay delivering the required supply and services to the end user or the requester in the organization.

In the study of procurement negotiation statement, most of the respondents agreed that an ensure agreement on the essential terms of the contract and an insure agreement on deliverables under the contract. Most of the respondents agreed that procurement negotiation is give concessions and bargaining, increase collaborative relationship and build trust.

The negotiations started after issued the confirmation of the acceptance letter to suppliers to deliver goods and services. Both parties committed to following the terms and conditions of the agreement and responsible and accountable to abide the agreement. The legal signed agreement required to state the clear commitment and build the trust between different parties. If there are any disputes concerning the delivery of goods and services, the sign agreement is a proof of legal binding document.

Most of the respondents agreed that the contract monitoring and control program is improved quality and transparency. And also, most of the respondents agreed to this program is increased number of projects completed on time and increased organizations reputation.

Supply chain management is a major issue in many organizations as firms realize the importance of creating an integrated relationship with their suppliers and consumers. Most of the respondents agreed that the supply chain management is to focus on core competencies and to improvement of service levels. The majority of

respondents have neutral answered to optimum level of outsourcing with cost reduction. Most of the respondents agreed that the supply chain management is improving asset utilization and increased operational flexibility.

5.2 Suggestions

The study suggests that non-governmental organizations should educate employees through training to ensure they have superior knowledge in the entire procurement process.

It is recommended that the procurement department conduct periodic market surveys so that information can be shared with relevant departments to assist in preparing the procurement plan based on current market conditions. The non-governmental organizations need to adopt information communication technology in their procurement systems to ensure transparency.

In order for staff of non-governmental organizations to understand how to strategically manage supply chains and to have a sustainable strategic priority within the organization, it is important for practitioners to understand the structural competencies involved in their supply chain management. Supply chain management performance can be viewed as one component of the larger concept of organizational performance. Therefore, it is really necessary to identify the correct measures that affect management and supply chain performance.

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SURVEY QUESTIONNAIRE

I am studying Master of Public Administration at Yangon University of Economics. I have designed the following questionnaire for “**Effectiveness of Procurement and Supply Chain Management in Non-governmental Organizations**” which is a requirement for my thesis work as an integral part of the study to complete the Master Program.

The participation in this survey depends on your wish. The information given by you will be strictly treated as confidential. I hope that you will participate in this survey and make it a success by providing correct answers to all the questions. I would highly appreciate if you participate to answer the following questionnaire. It will take only approximately 15-20 minutes.

Part (I) Characteristics of Respondents

1. Gender (a) Female (b) Male
2. Age () Years
3. Marital Status (a) Single (b) Married
4. Educational Qualification
(a) Under Graduate (b) Graduated (c) Master Degree (d) Doctorate
5. Position _____
6. Working Experience
(a) Less than One Year (b) One Year to Five Years (c) Over Five Years
7. Basic Salary (a) Less than 500,000 Kyat (b) Over 500,000 Kyat
8. Duty Station _____
9. Project Program
(a) Education (b) Health Care (c) Livelihood (d) Emergency

Part (II) Procurement Practices

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

Procurement Planning	1	2	3	4	5
Improve performance.					
Increase number of orders.					
Increase number of projects completed on time.					
Increase quality of goods and services.					
Increase reliability.					
Reduce Conflict of interest.					
Reduce costs.					
Reduce number of complaints.					
Reduce number of risks.					
Uniform procurement systems.					

Procurement Negotiation	1	2	3	4	5
Ensure agreement on the essential terms of the contract.					
Insure agreement on deliverables under the contract.					
Gives concessions and bargaining.					
Improve efficacy on limited resources.					
Increase collaborative relationships.					
Clear commitments.					
Build trust.					

Contract Monitoring and Control	1	2	3	4	5
Achieving value for money.					
Continuous improvement.					
Improve quality.					
Improve transparency.					
Increase number of projects completed on time.					
Increase organizations reputation.					
Promote innovation in technology.					
Reduce number of projects uncompleted.					

Part (III) Supply Chain Management

Performance	1	2	3	4	5
Focus on core competencies.					
Improvement of service levels.					
Optimum level of outsourcing with cost reduction.					
Improving asset utilization.					
Increased operational flexibility.					
Advances in online information systems.					
The organization collaborates with other organizations and stakeholders for information exchange in all aspects to improve service delivery.					
The organization provides training to employees to use the information system effectively.					
The organization works with its suppliers to ensure timely delivery of services.					
The organization collaborates with its partners in implementing its services.					
The organization shares their resources with its partners for success.					
The organization creates and maintains good relationship with their partners such as suppliers, distributors and public.					

Thanks for your time.