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KNUST

**Assessing the Factors Affecting Service Delivery in the Public Sector of Ghana, the
Effect of Public Procurement Reform: The Case Study of Institute of Local
Government Studies**

By

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**A Thesis submitted to the Department of Building Technology, College of Art and
Built Environment in partial fulfilment of the requirements for
the award of**

MASTER OF SCIENCE IN PROCUREMENT MANAGEMENT

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DECLARATION

I hereby declare that this submission is my own work towards the Master of Science and that, to the best of my knowledge, it contains no material previously published by another person, nor material which has been accepted for the award of any other degree of the University, except where due acknowledgment has been made in the text.

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DEDICATION

I dedicate this work to the Almighty God who has seen me through this course and has guided me to complete this thesis successfully.

Secondly, I dedicate this piece of work to my family, Dr. Esther Ofei-Aboagye former director of the Institute of Local Government Studies and all friends who have been supportive in prayers and in diverse ways.

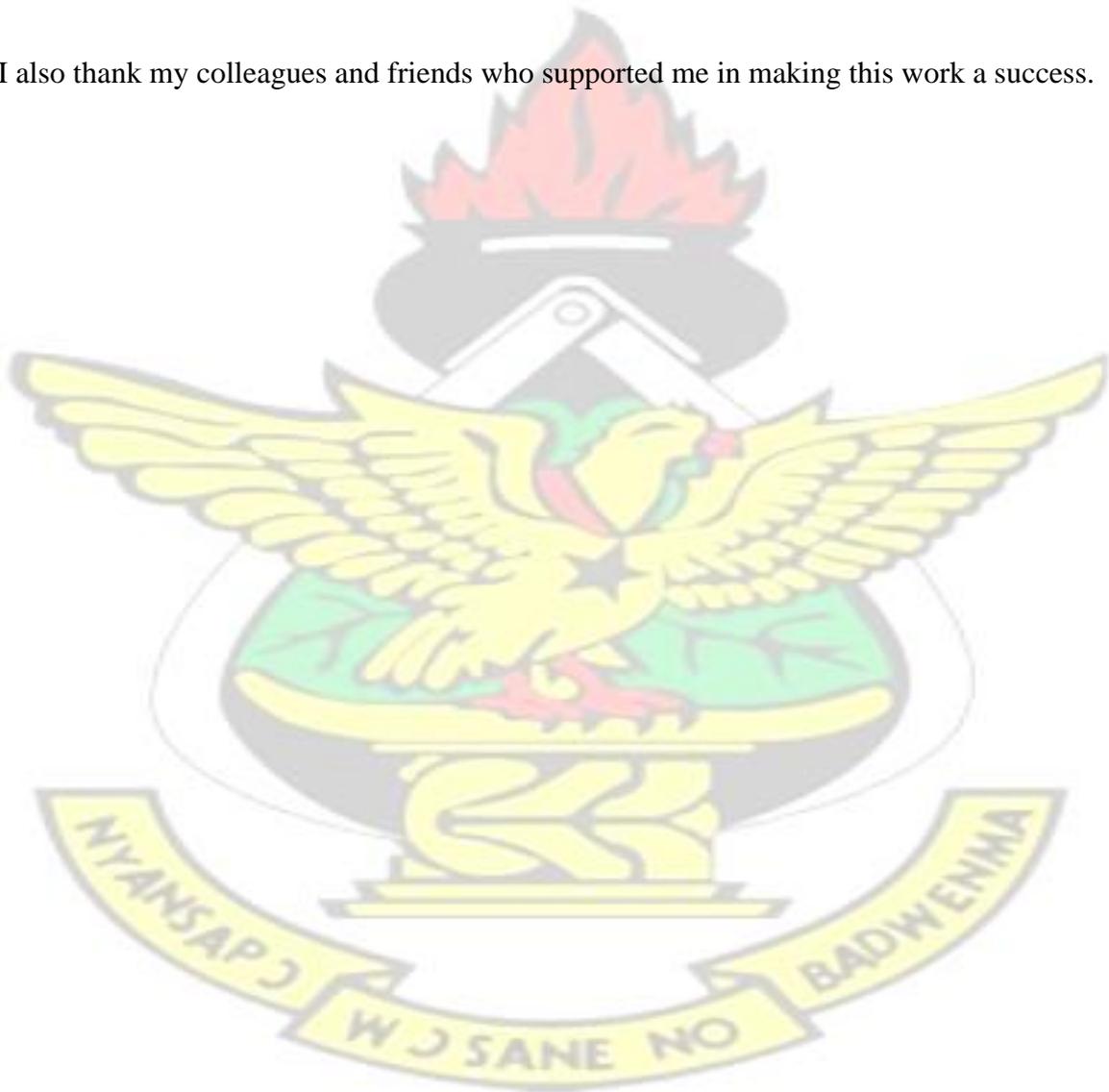


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I thank God for making it possible for me to attain this academic achievement. I also wish to express my gratitude to Mr. Peter. Amoah, my supervisor for his patience, encouragement and assistance. I say God richly bless you and replace your effort.

My sincere appreciation also goes to the Staff of the Institute of local Government Studies and the Local authorities for being very resourceful.

I also thank my colleagues and friends who supported me in making this work a success.



ABSTRACT

This thesis studied the effect of public procurement reforms on service delivery in the public sector, a case study of the Institute of Local Government Studies. The objectives of the study were to identify the procurement system that was in place before the procurement reform in Ghana and also to assess the effect of the procurement reform on service delivery. Data was gathered from the field through the use of self administered questionnaire and face to face interview. The study used purposive sampling techniques to draw 100 representatives from population size of 170. 30 respondents were sampled from the staffs of the Institute, 5 respondents from the procurement committee and 65 respondents sampled from the local authorities. The study established the procurement system that was in place before the public procurement reform and further identified and assessed the effect of the procurement reform on service delivery in the Institute. It was discovered that the Ghana National Procurement Agency (GNPA) was the main procuring institution for public departments and agencies in Ghana before the reforms in 2003. The study was able to examine the roles of different stakeholder in procurement planning which includes defining procurement requirements, dividing requirements allocated to single procurement process into separate lots and also ensuring the availability of sufficient funds to run the plan. Factors that were discovered to be affecting service delivery where corruption, lack of finances, and challenges of getting the right service provider. The findings of this study confirmed a positive effect of public procurement reforms on procuring entity. It is also recommended by the study to reduce corruption by enforcing of strict rules and giving penalties. Continuous training of recruited workers on the new procurement system is necessary so as to enhance clear understanding of the Public Procurement Act 663, (2003) to its full potential as a finance and budget control mechanism.

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LIST OF ABBREVIATIONS

GNPA	Ghana National Procurement Agency
PPA	Public Procurement Authority
MLGRD...	Ministry of Local Government and Rural Development
ILGS.....	Institute of Local Government Studies
CBDG.....	Capacity Building for Decentralization in Ghana
DACF.....	District Assembly Common Fund
EU HRD.....	European Union Human Resource Development



CHAPTER ONE INTRODUCTION

1.1 Background

The legal framework available in Ghana for public procurement that stipulates procurement procedures and other related purposes established the Public procurement Board. Section 14 of the Public Procurement Act, 2003 (Act 663) establishes the scope of application of the Act to include the procurement of goods, works and services and financed in whole or in part from public funds except where the Minister decides that it is in the national interest to use a different procedure. Procurement planning as the power that propels procurement process by way of influencing the procurement needs and the appropriate timing and funding so as to meet the said requirement by (Van Wheel, 2005). Any error that may arise in the preparation of the procurement plan may give rise to different complications in the procurement process in the organization. Public procurement goes beyond buying, its starts with identifying needs, detailed scopes, estimated cost and lead times for the procurement activities. Tendering process is the next stage after the procurement planning is prepared and approved by way of sourcing, contracting, implementation and contract administration. Public procurement can be referred to as the acquisition of goods and services under or through legal means to meet the intended purpose. Public procurement can also be referred to by Odhiambo and Kamau 2003, obtaining goods, services or works through the legal means by any public entity. Public procurement reform can confidently be said as looking at the restructuring of the framework that is being implemented in relation to the challenges that it poses from both the internal and the external factors by way of making them address the different problems and adhering to the goals of public entity or sector. (Benon, 2009).

Public procurement reforms is said to be attempting to change an organizations or institute's legal policy and structures in order to make better the old practice in a well confined way of procuring (Benon, 2009).

It is required by law under Section 21 of the Public Procurement Act, 2003 (Act 663) for every procuring entity to prepare their procurement plan of all their procurement activity and submit it for approval by their entity board for onward submission to the website of the procurement authority. The principles of the public procurement reform are said to improve, capabilities and also better the procuring advantage by way of achieving excellence. The principles of the implementation go a long way of underpinning the opportunities that are created by way of adopting a strategic focus that will shift procurement from peripheral support activities to an important management function. Efficiency and enhance accountability will be achieved by the government in the procurement of goods and services.

The Institute of Local Government Studies (ILGS) was commissioned in May, 1999 to promote excellence in local governance. It was established as a project of the Ministry of Local Government and Rural Development (MLGRD) to coordinate and promote training, education, research and consultancy in furtherance of Ghana's decentralization agenda. Between June and December, 1999, training and education activities started within the context of implementing the Capacity Building for Decentralization in Ghana (CBDG) Project. The Institute was also involved in other capacity-building programs, including the World Bank Urban Project, the Danish Support for District Assemblies (DSDA II), the European Union Human Resource Development (EU HRD). The Government of Ghana's District Assemblies Common

Fund (DACF) also funded some of the training events organized by the Institute in collaboration with the Ministry of Local Government, Rural Development and Environment.

The year 2003 was a year of liberalization for the institute. Act (Act 647), which transformed the Institute into a legal entity was enacted and transformed the Institute from project status to a Public Management Development Institute. The Institute became a government department by the legal frame 647 (2003) as required by the Local Government Act 462 and responsible for the building capacity of staffs of the MMDAs so as to improve on their management skills at the local level.

Section 1 clause (3) of Act 647 has given the Institute Powers to own assets in its name in the performance of its function. Section 17 of act 647 mandates the Institute to prepare budget estimates and a statement of assets and liabilities of the Institute for consideration two months before the end of the year. In compliance with this section, proper procurement planning have to be in place so as to guide in the proper allocation of resource in the delivery and attainment of its objectives as well as compliance with the section 21 of the public procurement Act.

1.2 Statement of the Problem

Ghana's procurement was managed by the Ghana National Procurement Agency established in 1976 long before the enactment of Act 663 (2003), the procurement system was more centralized for all public procurement activities. This system was characterized by several shortcomings such as: inefficiency, corruption, lack of accountability, heavy clogging of tender requests and attendant delays. (OseiAfoakwa, 2013).

Procurement reforms spell out rules that help procurement in Ghana and also tackle all problems that arise in the procurement process. Notwithstanding the enactment of Act 663 in 2003 so as to ensure total compliance with the procurement procedure, irregularities still exist in public procurement like political influence on tenders and corruption among others (Shaban Serunkuma, The daily monitor 17th Feb. 2009), and one can wonder whether there has been any impact of these Reforms on service delivery in Ghana. Despite the procurement power and legal instrument for the institute, it continues to suffer from irregular and inappropriate public procurement processes which are impacting on the timely delivery of services for the Institute in both Accra and Tamale campuses. Since the passage of the Act 647 in 2003 that gave the Institute its legal status to own asset, there has not been any allocation or subvention from the central government to support its budget. The Institute through its own initiatives source for funds so as to be able to meet its goals and objectives under Act 647, the lack of compliance of adequate public procurement reforms seems to affect the quality of its service delivery. The Institute is always challenged in their procurement process, especially in provision of inputs for their procurement planning which undermines the timely service delivery, a phenomenon which has to be investigated for prompt solution in the attainment of value for money for the Institute. The effect of Public Sector Procurement Reforms on Service Delivery in Ghana is said in to be the main concern of this thesis.

1.3 Research Questions

- (a) What Government Public Procurement Reforms were put in place to enhance better performance of Public Procurement in Ghana?
- (b) What were the effects of the Public Procurement Reforms on service delivery in Ghana?

- (c) What are the different roles played by various stakeholders during Public Procurement Reforms Planning?
- (d) Identify factors in the Institute that affect Service Delivery.

1.4 Research Aim and Objective

1.4.1 The Study Aim

The aim of the study is to ascertain the effect of Public Sector Procurement Reforms on Service Delivery in Ghana

1.4.2 The Study Objectives

- I. To assess procurement systems that was in place before the Reforms in Ghana.
- II. To assess the effects of Reforms on service delivery in Ghana.
- III. To assess the factors affecting service delivery in the Institute of Local Government Studies

1.5 Significance of the Study

Given the fact that procurement irregularities still exist in public sector procurement and yet the public sector procurement reforms would be intended to improve financial accountability, increase transparency, value for money, maximize competition, detect and stop any form of procurement irregularities. The findings of this study are hoped to be of value to different authorities like procurement professionals, non procurement professionals, local government and all those involved in public sector procurement and also help procurement staff to rectify the irregularities in the public procurement function. The conclusion and recommendation of this study are hoping to help all public and local authorities, contract committees, procurement staff and anyone involve in public procurement to improve and appreciate the public sector procurement

functions. The outcome of this study will help the institute to have a second look at its procurement system against its service delivery. This study is hoping to add to the already existing literature and may help other interested researchers to formulate related questions on public sector Procurement Reforms.

1.6 Scope of the study

1.6.1 Area Scope

Institute of Local Government Studies is said to be the main focused area which is located in the La-Nkwantanang Madina Municipal Assembly. Even though Public Procurement Reforms are in place and has ever been in my mind to find out whether the reforms are being complied with. This study shall be looking at the effect that the Public Procurement Reforms on Service Delivery in Ghana and the respondent in this study were officers who worked in the old procurement system and those currently working in the new reformed procurement system, procurement professionals and non procurement professionals in the Institute.

1.6.2 Content Scope

The issues that were researched upon were; assess the procurement systems that were in place before the public procurement reforms and secondly assessing the effects of the Reforms on service delivery in Ghana and finally identify factors that affect service delivery in the public sector of Ghana.

1.6.3 Time Scope

This research is for a period of four months that is from May- August

CHAPTER TWO LITERATURE REVIEW

2.1 Introduction

This section of the thesis covers a written discussion of related write ups. It is part of the research and reflects the objectives of the study with regards to the Effect of Public Sector Procurement reforms on service delivery in Ghana and particularly, Institute of Local Government Studies. While reviewing, the research mainly focused on the important study variables which are, Public procurement reforms and services basing on the objectives to establish the procurement systems that were in place before the reforms in Ghana; to assess the effect of the Reforms on service delivery in Ghana and finally to assess the factors affecting service delivery in the Institute of Local Government Studies.

The need for framework that will provide guidance on the purchasing for the country now known as Ghana has been recognized since the colonial era as clearly indicated by the historical analysis provided in this paper. In this review, the story has been told of the attempts at public procurement regulation in Ghana, the challenges associated with those attempts and the events leading up to the promulgation of the Public Procurement Act 663 (PPL). Some criticisms have been offered against the PPL whilst some recommendations.

2.2 The Pre-Independence Public Procurement System

Before Ghana (then known as Gold Coast) attained colonial freedom in 1957, all their purchasing procedure being it purchase of goods, works and services was in total conformance with the colonial masters (World Bank, 2003a). Under this system, they have they call Crown Agents who are solely responsible or sole agent for the government, they purchase goods, works and services on behalf of the government thus

the British Colonial governors and administrators jointly known as British Empire (Sunderland, 2004). The British Colonial Governors and Administrators were stationed long distances from the British Empire headquarters, London, in an era when the modern-day information and communication technology such as cellular phone, facsimiles and internet facilities were unknown.

It therefore became convenient to appoint representatives to conduct the colonial business in London on their behalf. Grants were said to be part of their revenue base and those funds were still managed by the agents who owe stewardship to the colonies they acted for (Crown Agency, 2011). Later, the agency arrangements were legitimized through a formal appointment by the Crown, hence the assumption of the unofficial title of Crown Agents by the agents (Crown Agency, 2011). The same agency arrangement empowered them to undertake financial transactions on behalf of such colonies. The Crown Agents were later restructured into a British public corporation. In this form and capacity, it was used by the colonial officials to handle all infrastructure projects under the colonialist's overseas development programme (Sunderland, 2007). In some cases, Crown Agents arranged financing through loans, procured the services of consulting engineers for the design work, procured and shipped the required materials and machinery, and supervised the works as project managers on behalf of the colonial administration. It is important to note that during these developments the colonial administrator had set up the Public Works Department (PWD) to which some of the responsibilities for procuring maintenance works had been delegated (World Bank 2003a). Some procurement of maintenance works is still handled by the Public Works Department (PWD) under the direct supervision of the Ministry of Water Resources, Works and Housing. With the Crown Agents in the saddle of public procurement, there was little wonder then that the formal procurement sector comprising suppliers,

contractors, architects, quantity surveyors, engineers and related professionals were British dominated. In actual fact, in the pre-independence era, local procurement capacity particularly as regards Works was virtually absent. Consequently, according to Ahadzie (2010) the sector was almost totally in the hands of British companies during that period.

2.3 Post Independence Public Procurement Regime

The Crown Agents continued to provide its traditional procurement services in the post-independent Ghana particularly in the procurement of goods and services (Public Procurement Bill 2003). Indeed, in the 1960s and 1970s, its activities were expanded to include engineering consultancy, turnkey project management, and credit finance and fund management. The importance of the Crown Agents still resonates in the procurement system of Ghana as, according to Mr. A. B. Adjei, a former Chief Executive Officer of Public Procurement Authority (PPA), they provide consultancy services for the PPA, including the development of curricula and modules for training of procurement officials.

When Kwame Nkrumah was placed in charge of Government Business in 1951 he naturally attempted to address the lopsidedness identified by Ahadzie (2010). Eventually he formed the Ghana National Construction Corporation (GNCC) and charged it with the implementation and execution of public works as a mandatory requirement (World Bank 2003a). The GNCC was later rechristened as the State Construction Corporation (SCC) (Ahadzie 2010). Largely as a result of the indigenization policy of Nkrumah's government at the time, the SCC blossomed and competed very well with foreign firms such that it successfully completed many major projects throughout Ghana (Ahadzie 2010). In its heydays the SCC could boast of its

involvement in about 60 per cent of the public projects in Ghana which they had won through competition (Ahadzie 2010). Later, the Ministry of Works and Housing became the source of qualification of contractors for works through a registration and classification system which critics now see as too general and obsolete. Despite this criticism, this classification system has post-dated the PPL as it is still a qualification requirement for contractors seeking to perform public works.

The Architectural and Engineering Services Corporation (AESC) was created in 1975 to deal with consultancy services. Until recently, the AESC, now incorporated under the Companies' code as Architectural and Engineering Services Limited (AESL) (1996), had the monopoly on providing the architectural consultancy and project supervision services for projects funded by the public as a mandatory requirement (World Bank 2003a). In line with the indigenization policy, the Government reduced its dependence on the Crown Agents for procurement of goods gradually replacing it with a system of direct procurement through the Ghana Supply Commission (GSC) and later the MDAs (World Bank 2003a). The GSC established in 1960 with the mandate to procure goods in bulk for all public institutions, thereby effectively taking over the functions of the Crown Agents with regards to the procurement of goods (World Bank 2003a). The GSC became the Ghana Supply Company under the PNDCL 245 in 1990. Also, the Ghana National Procurement Agency (GNPA) established in 1976 by the SMCD 55 and was later incorporated under the Companies' code in 1995 as the GNPA Limited. It was established primarily for the purpose of importing "designated commodities" (Ghana National Procurement Agency Decree 1976), what in those days of scarcity were popularly called "essential commodities" in large quantities. It is important to note that the designated commodities were essentially consumer goods. The GNPA had the power to procure the designated commodities from any part of the

world by direct purchase from producers or by means of the services of agents and advisers. These were then resold to Ghanaian consumers at controlled prices. The GNPA also procured bulk goods and supplies for the Ministries, Departments and Agencies (MDAs) and held buffer stock for national food security. By the authority of section 4 (3) of that Decree, the Agency was to “normally make purchases after the issue of invitations for competitive tenders and where it accepts any tender other than the lowest, it shall submit particulars thereof and reasons thereof to the Commissioner” (Ghana National Procurement Agency Decree 1976). Thus the GNPA law made a weak effort at introducing competition in the procurement for the public sector of Ghana. The effort was weak because it fell short of laying the ground rules for serious transparent and fair competition, leaving a gaping room for the discretion of the Commissioner. It is pertinent to note that the GSC and GNPA operated in accordance with a purchasing manual prepared for their use (World Bank 2003b). In addition, it is worth mentioning that public institutions were required to use GSC, GNPA, GNCC and AESC, as the case might be, for public contracts (World Bank 2003a).

Earlier in 1967, the District, Regional and Central Tender Boards had been established as procurement advisory bodies to assist the political heads at the district, regional and the ministerial levels in carrying out their mandate as the final decision makers on public procurement (World Bank 2003a). Then in 1996 the responsibilities of these boards were expanded to include approvals and award of contracts. In the Districts, this was given a legal backing by L.I. 1606 of 1995 which established the District Tender Board for each District to deal with procurement of works at the district level (Local Government (District Tender Boards) (Established) Regulations 1995; Parliament of Ghana 2003). A very interesting provision of the L.I. 1606 worth noting is that which required members of the District Tender Boards to declare their assets on appointment

and on the cessation of appointment (Regulation 4). This provision is interesting because it carried accountability in the public procurement system to a higher level unprecedented in the public procurement regulation in Ghana.

Equally interesting is the fact that later attempts at regulation, even in the case of the PPL, never found the need to retain this all important anti-corruption requirement. By and large public procurement placed overarching emphasis on developmental efforts to the almost exclusion of anti-corruption measures. This reinforces the widely held belief that, in the period immediately before the promulgation of the PPL, the public procurement environment in Ghana was polluted with several challenges accentuated by unmitigated corruption. Strangely enough, Ghana was prompted by the World Bank to carry out reforms in 1996, no serious attempt had been made to do a comprehensive reform of the public procurement system that could checkmate corruption. There appeared to be neither the urgency nor policy priority for streamlining the public procurement system in Ghana.

2.3.1 The institutional framework in the old procurement system in Ghana

The Ghana National Procurement Agency (GNPA) was established in 1976 by the SMCD 55 and was later incorporated under the Companies' code in 1995 as the GNPA Limited. It was established primarily for the purpose of importing "designated commodities" (Ghana National Procurement Agency Decree 1976), what in those days of scarcity were popularly called "essential commodities" in large quantities. It is important to note that the designated commodities were essentially consumer goods. The GNPA had the power to procure the designated commodities from any part of the world by direct purchase from producers or by means of the services of agents and advisers. These were then resold to Ghanaian consumers at controlled prices. The

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2.3.2 The District, regional and Central Tender Board (CTB)

Earlier in 1967, the District, Regional and Central Tender Boards had been established as procurement advisory bodies to assist the political heads at the district, regional and the ministerial levels in carrying out their mandate as the final decision makers on public procurement (World Bank 2003a). Then in 1996 the responsibilities of these boards were expanded to include approvals and award of contracts. In the Districts, this was given a legal backing by L.I. 1606 of 1995 which established the District Tender Board for each District to deal with procurement of works at the district level (Local Government (District Tender Boards) (Established) Regulations 1995; Parliament of Ghana 2003). A very interesting provision of the L.I. 1606 worthnoting

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Equally interesting is the fact that later attempts at regulation, even in the case of the PPL, never found the need to retain this all important anti-corruption requirement.

2.3.3 The perspective of public procurement reforms

Procurement reform from the perspective of (Eng. Nkinga, 2003) is said to be a legal procedural system designed in a standard form for public institutions that regulate their purchasing.

In the United States of America, there was critic on their procurement system by Steve Kelman who was the former Harvard professor of management for the need for a reform on their procurement system, in view of this that three major regulations were enacted so as to protect their procurement system which are the Federal Acquisition Streamlining Act, 1994, Federal Acquisition Reform Act, 1996 and finally the Information Technology Management Reform Act, 1996 and were signed by President Clinton who further issued a directive to enhance and speed up the legislative reforms. ([www.ga.wa.gov /procurement reforms](http://www.ga.wa.gov/procurement%20reforms)).

Due to the corrupt practices in the procurement practice in Nigeria, the World Bank in the year 2000 was engaged to help design new reforms that will help reduce corruption, ensure efficiency, accountability, integrity and above all transparency in the government procurement and financial management system. (Ekpenkhio 16th Jan. 2003).

The Kenyan government in an effort to streamline their procurement procedures initiated a procurement reforms in the late 1990s in conjunction with the so as to create a well acceptable reform from the system that use to be in place in relation to the delegation of authority, thresholds planning and suppliers manual. (World Bank 2002).

2.4 The Government Public Procurement Reforms that were put in place in Ghana in 1996

As stated earlier, in 1996 the CPAR issued by the World Bank had recommended a comprehensive reform of the Ghanaian public procurement regime. The PPL is traceable to the recommendations of the International Procurement, Legal Consultant, Gosta Westring, whose draft Public Procurement Bill, the product of a consultancy contract in 1997 following the recommendation of the 1996 CPAR (World Bank 2003a), formed the basic ingredient for the reforms. But the reform itself gathered momentum in 1999 after IDA credit facility under the Public Finance Management Technical Assistance Project was obtained. Thereafter, the Ministry of Finance and Economic Planning (MOFEP) set up a committee, named Public Procurement Oversight Group (PPOG), to oversee the reforms and appointed a team of procurement Consultants to submit a proposal for procurement reforms in Ghana (World Bank 2003a). The report of the consultants, Procurement Reforms Proposal (PRP), was reviewed and approved by the PPOG. The PRP formed the basis for the draft Public Procurement Bill, which was subsequently submitted to Parliament in 2003 for enactment. The PPL, passed in 2003, was an attempt to resolve some of the challenges identified. It brought together all previously existing but isolated public procurement guidelines into an all purpose set of World standard procurement rules, regulations and procedures to be followed in public procurement all over the country.

2.4.1 The Legal and Institutional Framework for the Current Public Procurement in Ghana

Currently in Ghana Act 663 is the legal framework that set for the establishment of a country's procurement board as a legal corporate entity (section 1). The framework explains procurement entity as any entity that comes to being and using public funds in their activities (section 14). The framework also spells out that such entity must form an entity tender committee so as to give a concurrent approval depending on their approval threshold, refer any procurement that exceed its threshold to the appropriate review board (section 17). The reform establishes a review board to review all procurement activities to ensure total compliance with the new reform, which is the Act 663 (2003) and also give a concurrent approval (section 20).

2.4.2 The Current Procurement procedures and documentation in Ghana

The current procurement reform spelt out all the necessary steps and procedures that are relevant from the tender packaging soliciting, evaluating and the award of contract. It has also been stated in the section 22, of the framework (Act 663) of the procurement procedures to undertake depends on the nature of the project. There is also an exception to this section 22 of the framework which has to do with section 35 of the legal framework and it deals with the procedures to be followed when a procurement entity wants to undertake a procurement through restricted tendering other than a competitive one. Other section in the framework documents that has to do with the procedures are section 36, 38, 44, 45, 50 and section 59 of the framework Act 663.

2.5 The effect of Public Procurement Reforms on service delivery in Ghana

Ghana, like Uganda has of recent undertaken important initiatives to enhance efficiency in its procurement system and transparency in line with the international guidelines.

From reforming public procurement system, Government of Ghana has realized a number of advantages which include the following:

2.5.1 Value for Money

The reformed public procurement system has enhanced efficiency and effectiveness and economy of money. This has led to cost effective and quality service delivery to its citizenry.

2.5.2 Increased transparency

This entails the use of standardized tender documents for all procurement activities so as to provide equal opportunities for all promotion, transparency and fairness in public procurement.

2.5.3 Financial Accountability

The reformed system of public procurement provides an effective means of fighting corruption and waste, thus ensuring financial accountability and integrity among the public procurement offices within every procurement entity.

2.5.4 Customer Satisfaction

The reformed system of public procurement, as one its principles is to maximize competition in order to satisfy customer needs and this has been achieved through proper regulations, procedures and standardized bidding documents.

2.5.5 Procurement process through the use of electronic commerce and Eprocurement

This involves electronic publication of information and opportunities by both the PPA and the PDEs, and this has enhanced achievement of a streamlined procurement process.

2.6 Factors Affecting Service Delivery

Countries in Africa are faced with inadequate or poor service delivery from both the private and the public sector. Some of the attributed factors that affect adequate service delivery among others are;

2.6.1 Poor Infrastructures

Provision of infrastructure is said to be a problem that faces the whole world not only in Africa. This problem has in Ghana affected the ability of the government in the provision of certain basic amenities. Poor roads, insufficient water supply and inadequate electricity supply is affecting the livelihood and also economic standard of it's citizenry. (World Bank Policy Research Working paper 5600).

2.6.2 Corruption

It is said to believe that procurement is one of the area in the every economy where corruption is on the high side. It is an area where every government is trying to put measures by way of enacting legal framework or the law so as to help reduce if not mitigate it all to the minimal level. (Langseth, Kato, Kisubi & Pope, 1997).

According to Lawal (2000) corruption is said to be in an extremely higher side among civil servants who find themselves at a higher position in governance and in a way influence decision in one way or the other by way of embezzlement of funds kept in

their custody for the developmental purposes which at the end compromise service delivery.

2.6.3 Lack of enough Finance

Bailey, in 1998 according to him indicates that, in Uganda upon all the funds allocated to the their local government, their economic still thus not make any better improvement as is expected to reflect in their developmental programme and perhaps this cannot be linked to mismanagement or embezzlement of funds by their local council (Bailey, 1998). Ahmed (2005) in his research also confirms the inability of local government in Uganda to offer or deliver good services at an affordable price to its locality as a result of insufficient funds.

2.6.4 The challenge of getting the right service provider

It is said and believed that for one to attain good service; it must defiantly come from the right service provider. This has become a challenge facing every developing economy and for that matter the local council and this have also compromised the quality of services in the local government.

2.6.5 Poor Communication with Communities

Poor communication can is confidently attributed to poor service delivery. The rate at which information is carried out within community in relation with operational activities distort the quality of services that is rendered by the local authorities to the citizenry within the community according to (Langseth, 1997).

2.6.6 Financial Mismanagement and Noncompliance with Financial Legislation

It is required by law for all local government and even central government to put in strategy or measures that control or monitor the use of finances in a judicious, effective,

efficient and economic manner. Funds used must be in the intended purpose under the lay down rules and regulation meant for their usage so as to reduce corruption since most corrupt practices are mostly linked with the local government.

2.6.7 The availability and shortage of the required skills

Skilled labour or personnel is paramount in the delivery of quality services to its citizenry. Skilled personnel remain a major challenge in every developing country as well as the local government. This lack of skilled personnel goes a long way to affect the managerial, administrative and financial capacity of the country or local government so as to the rising need of its people according to Parasuraman et al (1996).

2.7 Indicators of Quality Service Delivery

Five factors have been identified in the cause of the study as indicators of quality service delivery. These indicators are reliability, tangibility, responsiveness, accessibility, and empathy as they are briefly discussed below:

2.7.1 Accessibility

It is said and believed that easy access to facilities that are used to provide services leads to a high and quality provision of services to citizens and one way or the other failure to access such facility renders some services to be limited since they are not used and yet services depends on the use of the facilities.

2.7.2 Reliability

Service delivery must be accessible at exactly when it is needed or required. Reliability in service delivery fails at the point or period where it cannot be accessed at the exact period when it must be provided. (Balunywa, 1998).

2.7.3 Completeness

Services are provided for the consumption of citizens or consumers and for that reason all services provided must contain all necessary features that satisfy the expectation of the end user. (Kakuru, 2004).

2.7.4 Timeliness

Quality services need to be delivered at the right place and the right time, any delay in the delivering of services at the end makes the service lose meaning and services that are delivered at the right time is said to be useful. (Ssemayengo, 2005).

2.7.5 Conformance

Quality service delivered within every developing country of local government should agree or meet the established operating characteristics; this can shortly be said that quality service provided should achieve its main purpose according to (Balunywa, 1998).

2.8 Summary

This section of the study looked at written discussion or write ups related to the study area which also reflects the objectives of the study with regards to the factors affecting service delivery in the public sector of Ghana, the effect of Public Sector Procurement reforms with a particular focus on the Institute of Local Government Studies. While reviewing, the research mainly focused on the important study variables which are, Public procurement reforms and services basing on the objectives to establish the procurement systems that were in place before the reforms in Ghana; to assess the effect of the Reforms on service delivery in Ghana and finally to assess the factors affecting service delivery in the Institute of Local Government Studies.

The study looked at the public procurement system that was in place before and after the country attained independence, the study disclosed Institutional framework in the old procurement system. The study discovered from other writers the effect of public procurement reforms on service delivery and also identified factors that affect service delivery in the public sector.

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CHAPTER THREE RESEARCH METHODOLOGY

3.1 Introduction

This section of the thesis shall deal with the methods and tools that will be used to gather and analyse data; it entails the design, study variables, sampling procedures and methods, data collection methods data handling method, data analysis methods.

3.2 Study Area

The study focused on the Institute of Local Government Studies so as to gather the necessary information to meet the objectives of the study. The Institute of Local government Studies was commissioned in May, 1999 to promote excellence in local governance. It was established as a project of the ministry of Local Government and Rural Development (MLGRD) to coordinate and promote training, education, research and consultancy in furtherance of Ghana's decentralization agenda. Between June and December, 1999, training and education activities started within the context of implementing the Capacity Building for Decentralization in Ghana (CBDG) Project. The Institute was also involved in other capacity-building programs, including the World Bank Urban Project, the Danish Support for District Assemblies (DSDA II), the European Union Human Resource Development (EU HRD). The Government of Ghana's District Assemblies Common Fund (DACF) also funded some of the training events organized by the Institute in collaboration with the Ministry of Local Government, Rural Development and Environment.

The year 2003 was a turning point in the life of the Institute. The Institute of Local Government Studies Act (Act 647), which transformed the Institute of Local Government Studies (ILGS) into a legal entity was enacted and transformed the Institute from project status to a Public Management Development Institute. The Institute of

Local Government Studies (ILGS) became a Public Department established under Act 647 of 2003 as required by the Local Government Act 462 and responsible for the training of members of the Regional Co-coordinating Councils, District Assemblies and Lower Local government units so as to improve the managerial organs and units of local government.

3.3 Research Design

A survey research design was adopted by way of using both qualitative and quantitative approaches. Qualitative approaches comprise the use of interviews, documentary review and observations.

Quantitative approaches comprise the use of descriptive statistics, generated with frequency tables and pie chart. The objectives, design sample and questions asked of respondents are predetermined for quantifying variation in situation, i.e. magnitude of variation more appropriate to determine the extent of a problem. The adaptation of these approaches, enhanced the gathering and analysis of relevant data on the under study topic. Kakooza, (2002)

3.4 Study Variables:

The research will be guided by these variable; Public Procurement Reforms as an independent variable and Service Delivery as the dependent variable.

3.5 Study Population and Sample Size

Population is the total number of people living within the research study area and from which a researcher draws a sample size of his or her study. The population that was studied included the members of the Entity Tender Committee, staffs of the Institute

and the local authorities. 100 respondents out of the total of 170 of the study population were selected and approached through purposive sampling method.

Table 3.1: Respondents

Respondents	Study Pop.	Sample Size	Percentage (%)
Officials of the Institute	60	30	30.00
Procurement committee members	7	5	5.00
Beneficiaries (local authorities)	103	65	65.00
Total	170	100	100

3.6 Sampling procedures and methods.

Sampling is where a research unit is selected from a target population, which are to be included in the study as stated according to Sekaran (2003). A purposive sampling technique which is the function of non-probability was used for the selection. Under the purposive sampling technique, only relevant opinions that relate to the research topic are choosing which involve purposive identification of the respondent.

The population sampling technique was used to get the sample size by way of adopting the purposive sampling technique so as to select respondents in accordance with their knowledge and level of involvement in accountability and management of contract in public procurement and those who happen to have unique information relating to the study topic.

3.7 Data collection method

3.7.1 Primary Data

Both questionnaire and interviews were used the gathering of the primary information from respondents. In relation to administering of the questionnaire, both open and close ended questions were used in administering of sensitive response from the respondent. Respondent had ample time as well as privacy to answer issues. A questionnaire was administered from procurement professional and non professionals as well as beneficiaries within the municipality working hand in hand with the procurement department and finally staff from the Institute selected from the study population. The reason behind choosing questionnaire is that it provides information with minimum errors and ensures a high level of confidentiality and also relatively cheaper to administer to scattered respondent. Interviews in research assist the researcher to obtain more information beyond the open and close ended questions. Interview enables more interaction between the researcher and the respondent using both informal, and research guides to solicit relevant information that relates to the research study from the respondent.

3.7.2 Secondary Data

Different sources such as internet, newspapers, text books and journal has been the main source of data. Information obtained from these sources during the study helped and enlighten the researcher's mind in understanding the study variables of Procurement Reforms in Ghana and assist in analysing of the past trends of various authors in relation to the studied topic.

3.8 Data Handling

Data being collected from respondents were manually recorded, which includes editing, coding, classifying and tabulating the data to a representative level for analysis. Editing of the data was being done by way of separating out relevant information from the response from the respondent that relate to the study objective.

In order to conduct proper and accurate analyses, the recorded data were coded by way of noting the relationship among the gathered data. The data are then categorically classified so as to ensure that all essential patterns are brought out by the respondent.

3.9 Data Analysis

After data collected from the respondent are edited and coded are then analysed so as to get the meaningful information concerning the research problem. The main purpose of this is to discover the strength of the study variable being considered by the study for accurate interpretation by way of using both quantitative and qualitative techniques for the analysis. Due to the quantitative nature of the research work, frequency tables, graphs and pie charts were used in the presentation of the findings.

3.9.1 Summary

The study focused on the Institute of Local Government Studies, which was commissioned in May, 1999 to promote excellence in local governance. A survey research design was adopted by way of using both qualitative and quantitative research approaches, 100 respondents out of the total of 170 of the study population were selected and approached through the purposive sampling method.

Information was acquired through primary and secondary data, and analysed using frequency tables, graphs and pie charts in the presentation of the findings.

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CHAPTER FOUR DATA PRESENTATION AND DISCUSSIONS

4.1 Introduction

This chapter analyses, presents and discusses the responses gathered from the study via the questionnaires and interviews. Staff of the Institute in the internal audit, store unit, account department, procurement and non procurement professionals was studied.

4.2 Social Demographic Characteristics

Gender, Marital status, age, educational level and the position held in the Institute are social, demographic characteristics associated with the study and very important parameters that can have a bearing on any phenomenon in any society.

4.2.1 Gender of the Respondents

This section depicts the number of respondents in the study area who are male or female. The information gathered under the demographic shows the twisted distribution in respect of gender. The study revealed 58% of male respondents as against 42% female respondent. This shows a higher participation of male than female in the study. Even though naturally around the world women are said to dominate in population than men, but when it comes to the area of work they are generally less than male. This indeed confirms the percentage being a true outcome of the gender proportion in the Institute.

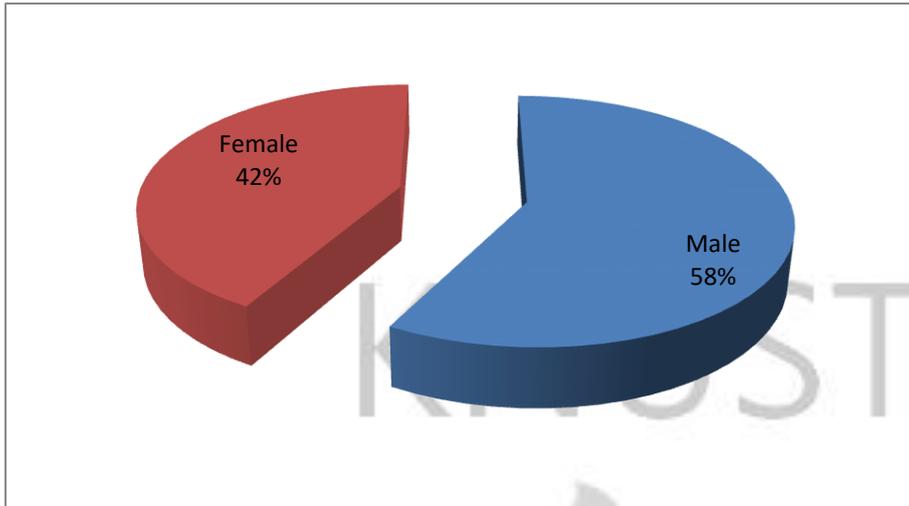


Figure 4.1: Gender of Respondent

Source: Field Data, 2015

4.2.2 Marital Status

The table below depicts that 39% of the respondent are not married and therefore single, 59% of the respondents are married whereas 2% of the respondent were divorced. The 59% of married respondent being disclosed by the study shows maturity and experience in the field of work and an in-depth understanding of the effect of public procurement reforms on service delivery in the Institute.

Table 4.1: Marital Status of Respondents

<i>MARITAL STATUS</i>	<i>MALE</i>	<i>FEMALE</i>	<i>FREQUENCY</i>	<i>PERCENTAGE (%)</i>
Single	14	25	39	39
Married	37	22	59	59
Divorced	0	2	2	2
Total	51	49	100	100

Source: field data, 2015

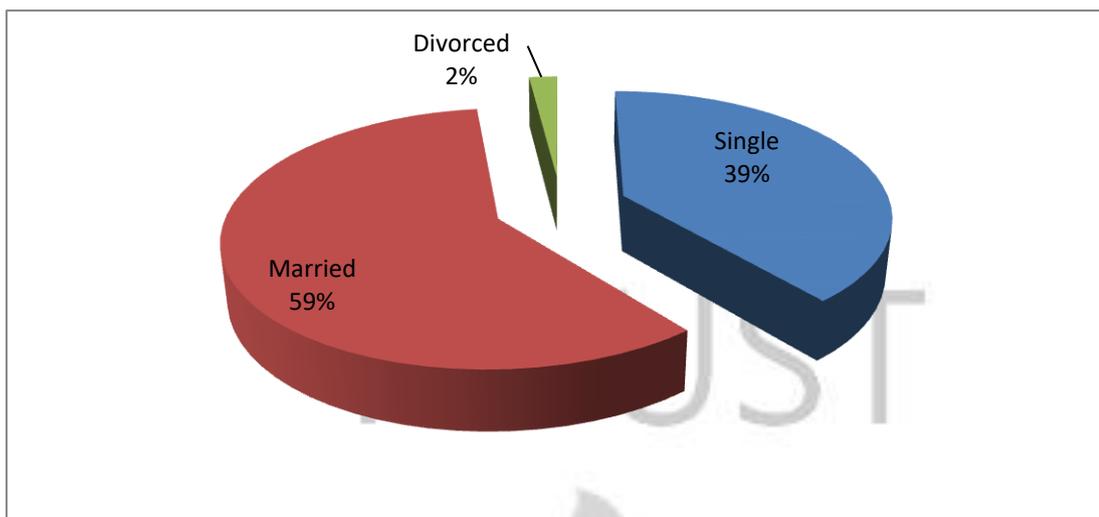


Figure 4.2: Marital Status of Respondents

Source: Field data, 2015

4.3 Age of Respondents

Table 4.2: Age of Respondents

AGE DISTRIBUTION	MALES	FEMALE	FREQUENCY	PERCENTGAE (%)
Below 20 years	0	0	0	0
21-30 years	11	12	23	23
31-40 years	42	26	68	68
Above 41 years	7	2	9	9
Total	60	40	100	100

Source: field data, 2015

As clearly depict in table 3 above, the majority of the respondent is between the age of 31-40 years which represent 68% of the total respondents. This indicates how matured and responsible the respondent are concerning the area of work in the Institute, contract award and administering and are also knowledgeable of the effect of public procurement reforms on service delivery in the Institute.

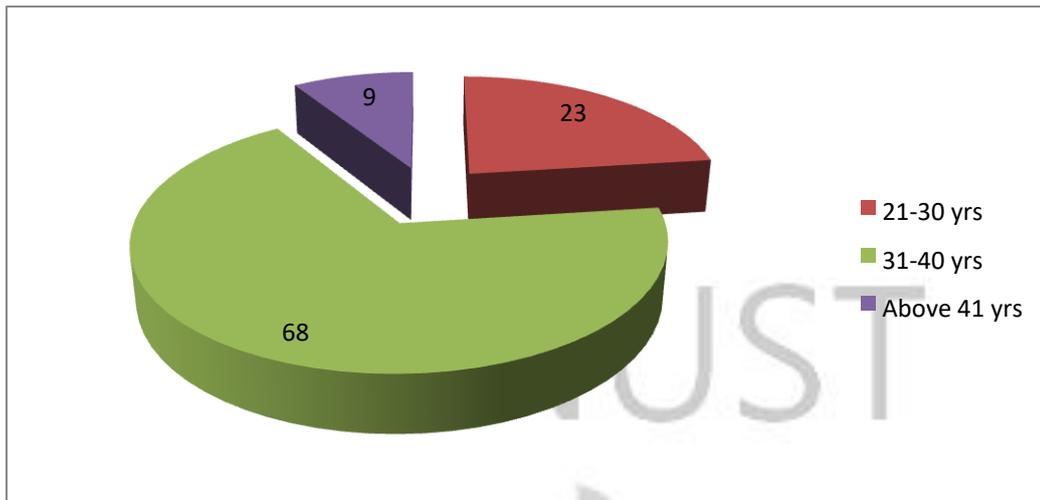


Figure 4.3: Age of Respondents

Source: Field data, 2015

4.4 Educational Level

The educational level is an extremely relevant parameter used in the determination of information or knowledge on any phenomenon in any society and also indicate how informed a society is.

Table 4.3: Educational Level of Respondents

RESPONSE	MALE	FEMALE	FREQUENCY	PERCENTAGE (%)
Primary	0	0	0	0
Secondary	8	6	14	14
Tertiary	55	31	86	86
Total	63	37	100	100

Source: field data, 2015

This table above reveals that, majority of the respondents are highly educated and assumed to have knowledge with regard to contracting, accountability of public funds and in-depth understanding of the effect of public procurement reforms on service delivery in the Institute.

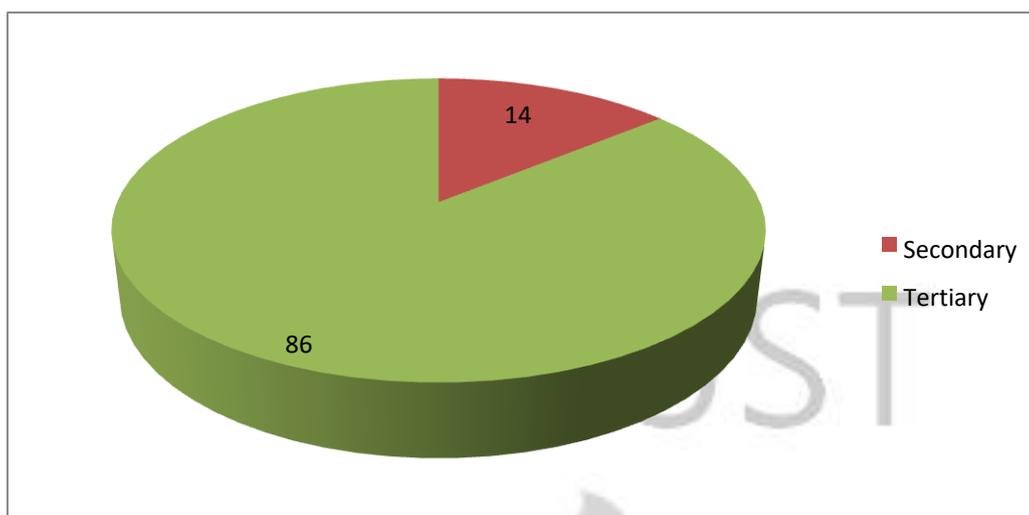


Figure 4.4: Educational Level of Respondents

Source: Field data, 2015

4.5 Analysis of the Findings Based On the Research Objectives

This section present result of the research after data gathered was analyzed critically, this have been presented in accordance with the research objectives that guided the entire study. Pie charts and tables have been used in the presentation.

4.5.1 Pre Procurement System before procurement reforms The Institute

Information gathered through the completed questionnaire and the interview guide indicate that the majority of the respondent agreed on the existence of a procurement system in the Institute before the reforms in Ghana. The table below depicts the response to the research objective one.

Table 4.4: Pre Procurement System before procurement reforms in the Institute

RESPONSE	FREQUENCY	PERCENTAGE (%)
YES	65	65
NO	35	35
TOTAL	100	100

Source: field data, 2015

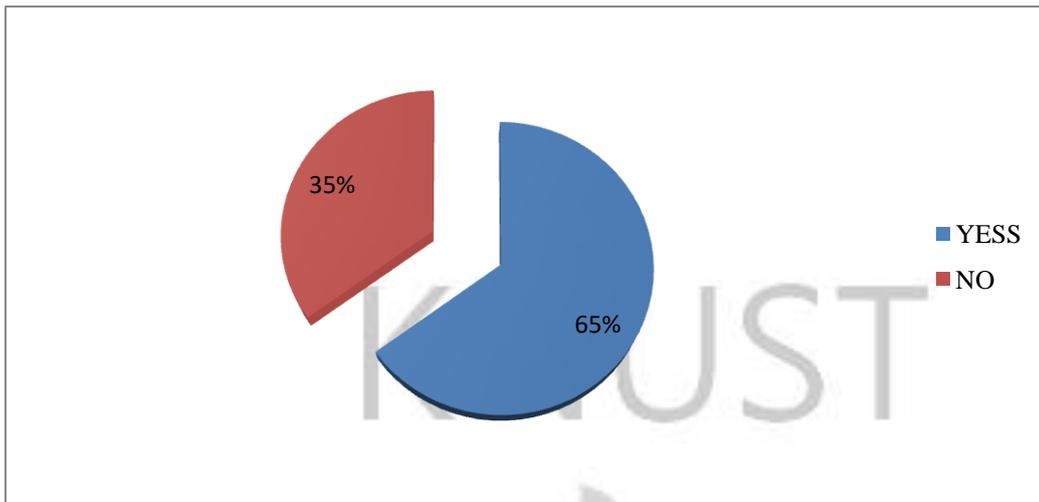


Figure 4.5: Pre Procurement System before procurement Reforms in the Institute

From the table and figure 4.5 above 65% of the respondents agree to the existence of a procurement system in the Institute before the 2003 public procurement reforms in Ghana, while 35% disagree with the existence of the procurement system. From the data gathered and then also as observed clearly from figure 5, the majority of the respondent who agreed to the existence of a procurement system stated the Ghana National Procurement Agency (GNPA) as the institution in charge of the procurement system. This confirmation by the 65% respondent is in line with (Afoakwa, 2013) who observed that before 2003, the Ghana National Procurement Agency (GNPA) was the Institution responsible of the public procurement process in Ghana.

4.5.2 Identification of the effect of public procurement reforms on service delivery in Ghana''

Information obtained or gathered from interviews conducted and completed questionnaire from respondents reveals several views which have been illustrated in table 4.5 below.

Table 4.5: Effect of Public Procurement Reforms in the Institute Of Local

Government Studies

RESPONSE	FREQUENCY	PERCENTAGE (%)
YES	96	96
NO	4	4
TOTAL	100	100

Source: field data, 2015

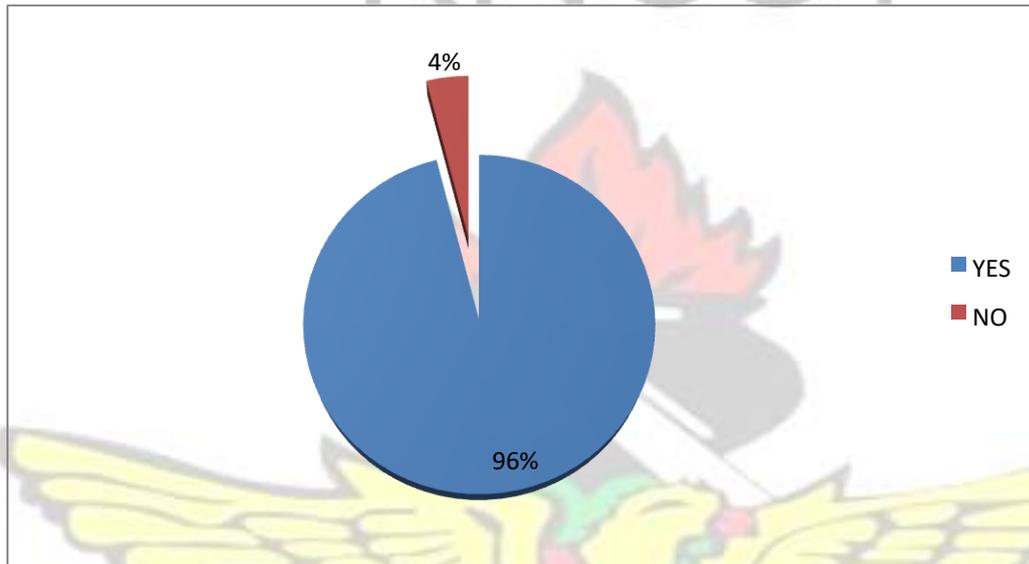


Figure 4.1: Effect of Procurement Reform on the Institute

Source: field data, 2015

From the data above which depicts 96% respondents confirming that public procurement reforms have really had an effect on the institute whereas 4% disagreed that the reform had an effect on the Institute. The research work indeed discovered a positive effect of the reform on service delivery at the institute which has aided in promoting transparency, fair competition, accountability and above all achievement of value for money.

4.6 Roles undertaken by Different stakeholders

Table 4.6: Preparation of multi Annual work plan

RESPONSE	FREQUENCY	PERCENTAGE (%)
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Strongly agree	42	42.00
Agree	57	57.00
Note Sure	2	2
Disagree	1	1
Strongly disagree	0	0
Total	100	100

Source: field data, 2015

From the distribution in table 4.6 above, 57% and 42% of the respondent respectively confirm the participation of stakeholders in the procurement reform in such a way that, departmental work plan is always prepared for the integration in to the annual expenditure programme so as to enhance the financial predictability of the institution. This is being supported by Section 21 of the Public Procurement, 2003 (Act 663).

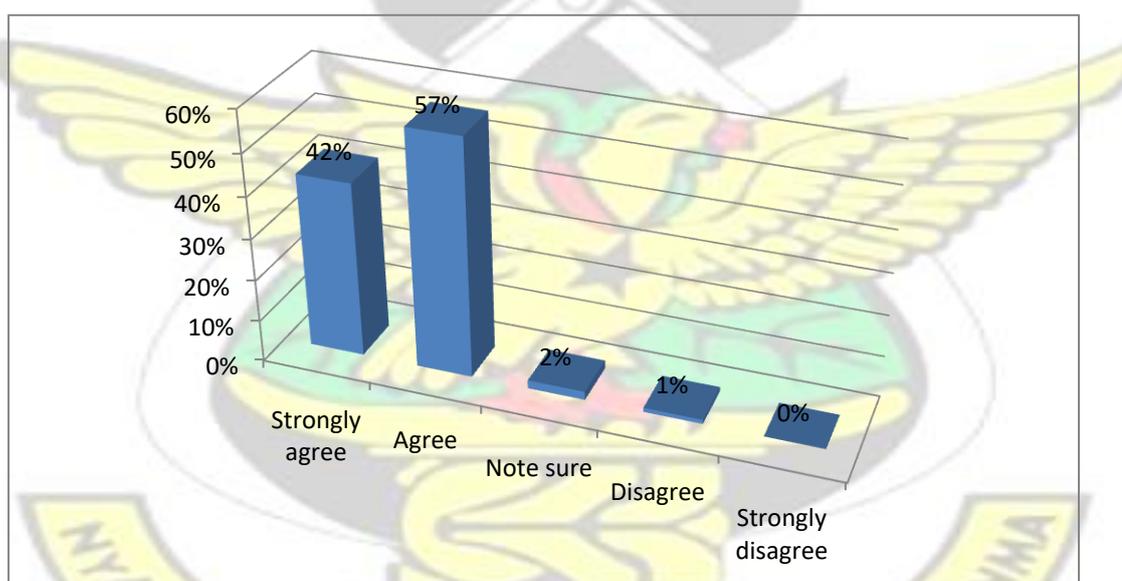


Figure 4.7: Preparation of multi annual work plan base on the approved budget

Source: field data, 2015

4.6.1 Unit defines its procurement requirement

Table 4.7: Unit Defines its Procurement Requirement

RESPONSE	FREQUENCY	PERCENTAGE (%)
Strongly agree	38	54.29

Agree	28	40.00
Note sure	4	5.71
Disagree	0	0.0
Strongly disagree	0	0.0
Total	70	100

Source: field data, 2015

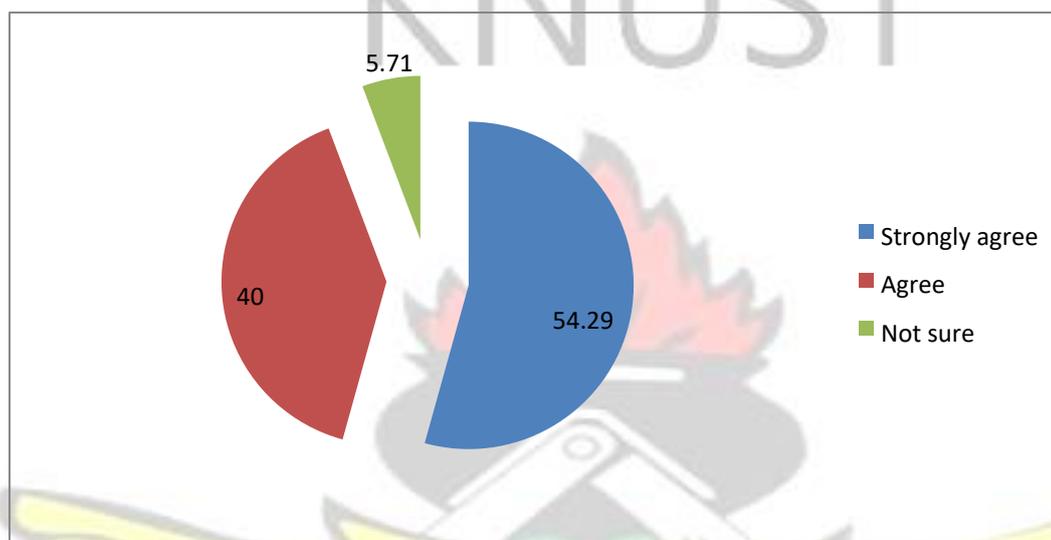


Figure 4.8: Unit defines its Procurement Requirement

Source: field data, 2015

Figure 4.8 depicts a 54.29% and 40% respectively being the response from the respondent who are in total agreement of the fact that each unit in the Institute defines its procurement requirement. Whereas 5.71% of the respondent not sure, Per the result gathered from the field, the study then confirm that each unit in the Institute defines its procurement requirement in order to create a vibrant financial justification for procuring them.

4.6.2 Dividing of requirement allocated to procurement entity.

Table 4.8: Dividing of Procurement Requirement

RESPONSE	FRQUENCY	PERCENTAGE (%)
Strongly agree	36	26.00

Agree	62	62.00
Not sure	2	2.00
Total	100	100.00

Source: field data, 2015

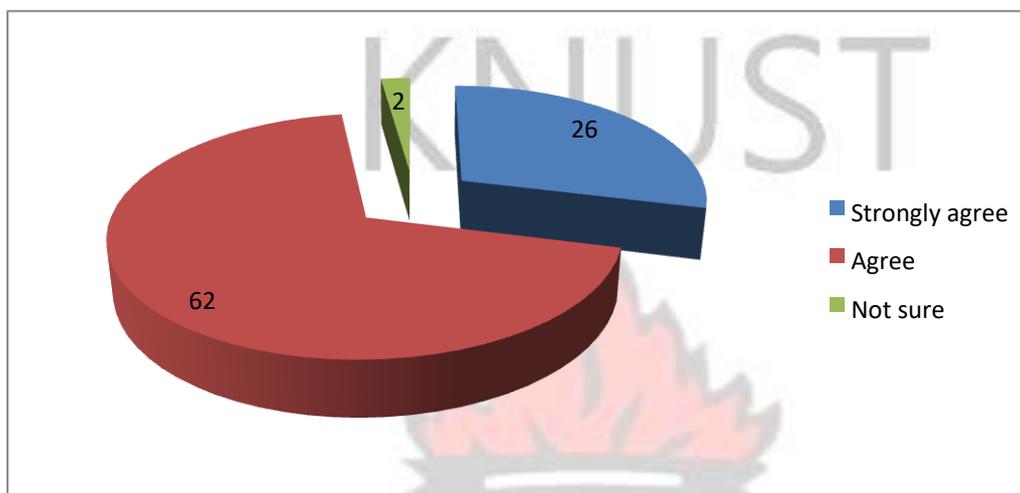


Figure 4.9: Dividing of Procurement Requirement

Source: field data, 2015

From table 4.9 and figure 4.9 above, which represent the responds gathered from the study, 62% and 26% respectively agreed of the fact. This is an indication that management anticipates the award of separate contracts in the overall best value for the procuring department.

4.6.3 Integration of the Diverse Decision and Activities

Table 4.9: Integration of the Diverse Decision and Activities

RESPONSE	FREQUENCY	PERCENTAGE (%)
Strongly agree	65	65
Agree	30	30
Not sure	5	5
Total	100	100.00

Source: field data, 2015

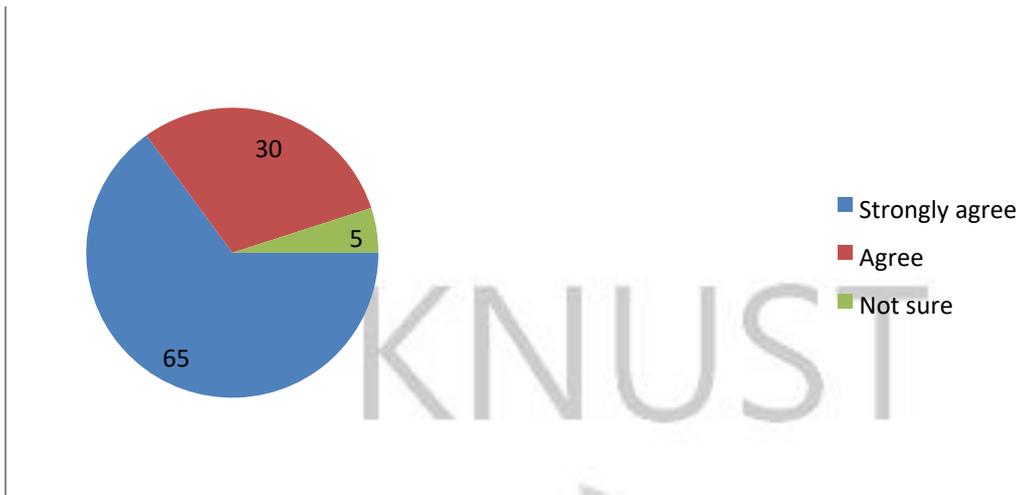


Figure 4.10: Integration of the Diverse Decision and Activities

Source: field data, 2015

From the illustration above, 65% and 30% of the respondent agreed respectively of the fact that procuring unit brings about integration of divers decision and activities during procurement planning.

4.6.4 Accounting Officer's Role

Table 4.10: Accounting Officer's Role

RESPONSE	FREQUENCY	PERCENTAGE (%)
Strongly agree	57	57
Agree	33	33
Not sure	10	10
Total	100	100

Source: field data, 2015

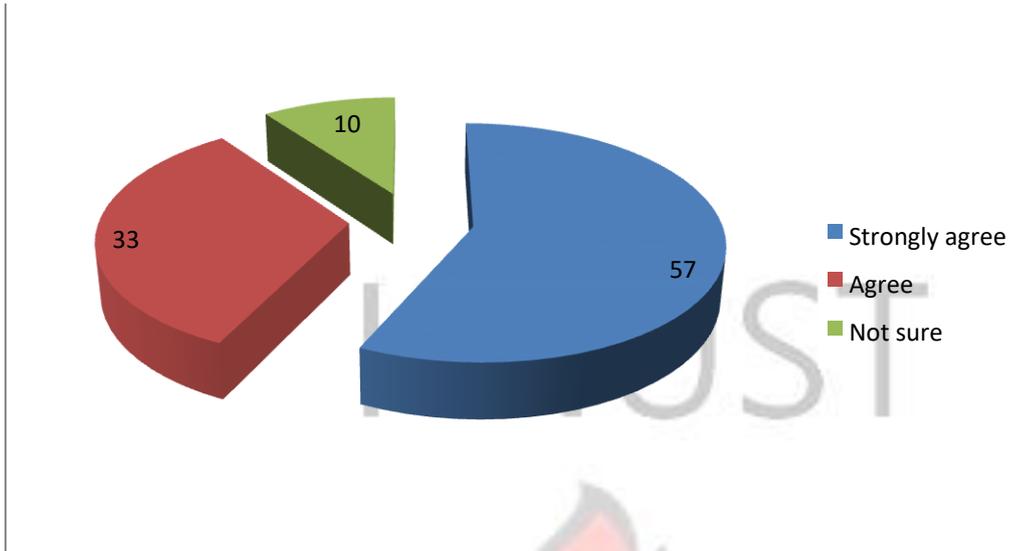


Figure 4.11: Accounting Officer's Role

Source: field data, 2015

The illustration above depicts a 57% and 33% of respondents from a survey conducted which shows an agreement about the fact that accounting officers ensures that fund are sufficiently available to run the procurement plan and that it has been budgeted for. 10% of the respondent indicated that they are not sure of the involvement of the account officers in the new procurement reforms.

4.7 Factors Affecting Service Delivery

Table 4.11: Corruption hampers the provision of the Service

RESPONSE	FREQUENCY	PERCENTAGE (%)
Strongly agree	36	36
Agree	64	64
Total	100	100

Source field data, 2015

From the study conducted as illustrated above, it is hear by discovered that corruption happens to be a major hindrance to the successful service delivery. A 64% and 36% of

respondent agreed and strongly agreed respectively to that fact. This implies that embezzlement of funds by official render the institute incapable to discharge its constitutional mandate hence compromising service delivery.

Table 4.12: Lack of finances to buy the services

RESPONSE	FRQUENCY	PERCENTAGE (%)
Strongly agree	38	38
Agree	56	56
Not sure	6	6
Total	100	100

Source: field data, 2015

The table above depicts the response gathered from the field which indicates a 56% and 38% of respondent agreeing to the fact that the Institute of Local Government Studies is unable to render adequate services to the local authorities due to insufficient finances to pay for such services. 6% of the respondents are not sure of that fact.

Table 4.13: Challenges in getting the right service provider

RESPONSE	FRQUENCY	PERCENTAGE (%)
Strongly agree	48	48
Agree	38	38
Not sure	12	12
Disagree	2	2
Strongly	0	0
Total	100	100

Source: field data, 2015

The table above indicates that 48 and 38% of the respondent agreed and strongly agreed of the fact that the Institute faces a lot of challenges in getting the right service provider the requisite equipment to carry out its projects well. 12% of the respondents are not

sure of this fact of which 2% also disagree with this fact. This outcome implies therefore that some of the services provided are not capable of providing the required services that are expected of them.

Table 4.14: Poor communication within the Institute

RESPONSE	FREQUENCY	PERCENTAGE (%)
Strongly agree	13	13
Agree	15	15
Not sure	21	21
Disagree	20	20
Strongly disagree	31	31
Total	100	100

Source: field data, 2015

As per the response in table 4.14 above, 31% of the respondents are strongly not in agreement of the fact that poor communication in the Institute hampers adequate service delivery. From the information gathered via interview with the respondent, they believe that in terms of communication they believe that the institute does very well, like wise a 20% of respondent also not in agreement of the fact that poor communication affects service delivery in the Institute. 13% and 15% of the respondent strongly agree and agree respectively of the fact that poor communication affect service delivery in the Institute where as 21% of the respondent said they are not sure of this fact.

Table 4.15: Challenges in skilled personnel

RESPONSE	FREQUENCY	PERCENTAGE (%)
Strongly agree	14	14
Agree	18	18
Not sure	16	16
Disagree	22	22
Strongly disagree	30	30

Total	100	100
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Source: field data, 2015

As indicated in the table above, 30% and 22% of the respondent strongly disagree of the fact that the institute lacks skilled personnel. According to the interview conducted, they believe each department of the Institute is being occupied and headed by personnel who have attained a high level of education and for that matter highly skilledfull to render adequate service delivery. 14% and 18% of the respondent said they are in agreement of the fact that the institute lacks skilled personnel to render adequate service delivery.

CHAPTER FIVE CONCLUSION AND RECOMMENDATIONS

5.1 General Conclusion

Per the empirical findings of the research, nature and magnitude of the public sector procurement reforms in the Institute includes creation and staffing of a procurement unit, formation of committees to carry out specific procurement activities and direct supervision of the Public Procurement Authority (PPA). All procurement activities in the Institute are being carried out in full compliance with the Public Procurement Act 663 of 2003.

The Public Sector Procurement Reforms have really had a positive effect on the Institute of Local Government and has also enhanced transparency, fair competition, accountability, reduced wastage in the system and help achieve value for money and above all streamlined all procurement activities within the Institute. It is concluded that the procurement reform has really benefited the Institute of Local Government positively.

The study conducted revealed that, each unit or department prepares and submit a multi annual work plan and budget for subsequent preparation of the institutional budget. The study also revealed that it is the responsibility of each department in the institute to define its procurement requirement; the procuring entity is responsible for dividing requirement allocated to a single procurement process into separate lots. The procuring unit brings about integration of the diverse decision and activities during procurement planning. The study also helps reveal that the accounting officer ensures the availability of sufficient funds to run the plans and that such activity is budgeted for.

In the cause of the study, a number of factors were identified to affect service delivery in the Institute of Local Government Studies, which includes lack of finances to buy the services, challenge of getting the right service provider with the right equipments. Even though limited skilled personnel and poor communication were identified being factors that affect service delivery, the study conducted revealed that that Institute is endowed with skilled personnel and adequate communication team who gets information to the right people at the right time.

5.2 Recommendations

It is recommended that, the Government in its bid to develop Ghana should focus much on fighting corruption in public sector procurement which manifests itself in bribery of evaluation and tender board members, favouritism and conflict of interest.

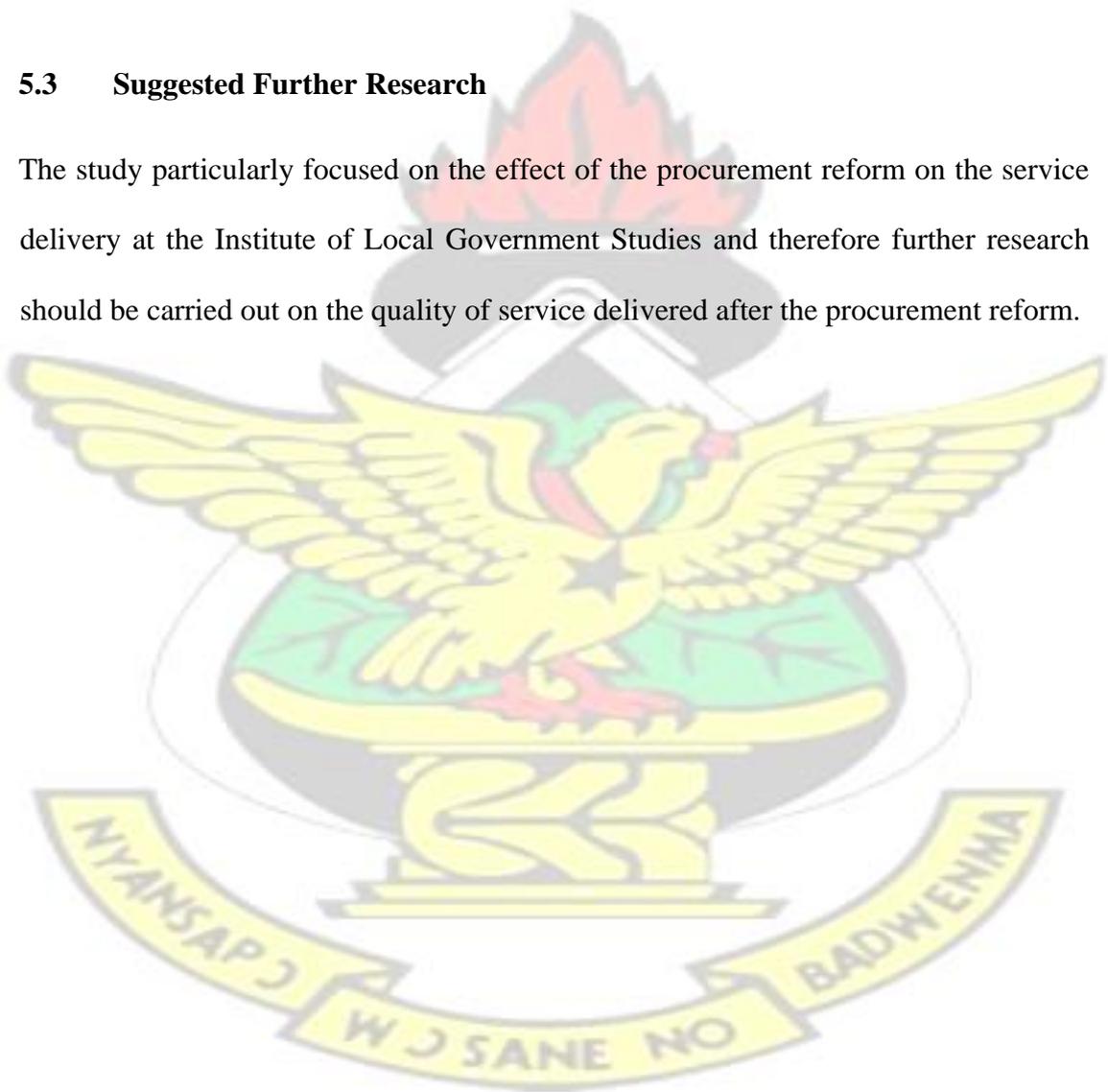
It is also recommended that the Public Procurement Authority should further strengthen their training to all local government authorities so as to enhance their understanding of the Public Procurement Act 663, 2003 to its full potential as a finance and budget control mechanism. This will enable all staff and heads of public institutions to see the Procurement Act as an advantage rather than a threat. The

Institute of Local Government's budget should be supported partly by the Ministry of Local Government to enable it function fully since the Institute was established through an Act under the Ministry of Local Government and Rural Development.

On the side of corruption, strict rules should be enforced by way of giving penalties to those involved and also increasing of salaries of the civil servants or special salary scale for procurement officials can also reduce corruption.

5.3 Suggested Further Research

The study particularly focused on the effect of the procurement reform on the service delivery at the Institute of Local Government Studies and therefore further research should be carried out on the quality of service delivered after the procurement reform.



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APPENDIX A

Questionnaire for respondents

I am Issah Gadafi, a student of the Kwame Nkrumah University of Science and Technology offering Master of Science in Procurement Management (Msc Procurement Management). I am carrying out my research on the topic; The Effect of Public Procurement Reform on Service Delivery in the Public Sector of Ghana. Your department has been identified as one of the office's that could partake in this research work and that shall be appropriately acknowledge in the final outcome of the findings. I kindly request you to provide the necessary information to enable me complete my thesis successfully. This questionnaire is for academic purposes only and information provided shall be confidential. Thank you for using your precious time to participate in this thesis.

PART 1. PERSONAL DATA

Tick where applicable

1. Gender : i. Male ii. Female
2. Marital Status: i. Single ii. Married
iii. Divorced
3. Age: i. below 20 yrs
ii. 21 to 30 yrs
iii. 31 to 40 iv. 41 and above
iii. Tertiary
4. Educational level: i. Primary ii. Secondary
5. Position Held:.....

PART 2: PRE PROCUREMENT SYSTEM BEFORE PROCUREMENT REFORMS IN GHANA

6. Do you think there was a procurement system in the Institute before Public procurement Reform in Ghana?

i. Yes ii. No.

7. If „Yes“ which organizations were involved in that procurement system?

.....
.....
.....

PART 3: TO IDENTIFY THE EFFECT OF PUBLIC PROCUREMENT REFORMS O SERVICE DELIVERY IN THE INSTITUTE OF LOCAL GOVERNMENT STUDIES.

8. Do you think the Public Procurement Reforms have an effect on service delivery in the Institute

i. Yes ii. No

9. If „Yes“ what is the effect of the Public Procurement Reforms on the Institute?

i. Positive ii. Negative

Why? (You can give more than one answer)

.....
.....

10. Do you think the Public Procurement Reforms have no effect on the Institute?

i. Yes

ii. No

If „Yes“ (Give reasons)

.....

.....

.....

PART 4: ROLES UNDER TAKEN BY DIFFERENT STAKE HOLDERS.

Statements	Agree	Strongly Agree	Not sure	Disagree	Strongly Disagree
Each user department prepares a multi work plan based on the approved budget.					
Each unit in the Institute defines its procurement requirement					
The procuring entity is responsible for dividing requirements allocated to a single procurement process in to separate lots.					
The procuring unit brings about integration of the diverse decision and activities during procurement planning.					
The accounting officer ensures availability of sufficient funds to run the plans and that it is budgeted for.					

PART 5: FACTORS AFFECTING SERVICE DELIVERY

Statements	Agree	Strongly Agree	Not Sure	Disagree	Strongly Disagree
1. Corruption hampers the provision of services since funds meant for these services are embezzled.					
3. The Institute is unable to deliver services to residents because of lack of finances to buy the services.					
4. It is a challenge to get the right service provider with the equipments to do the job well.					
5. Poor communication with communities in the Institute has also hampered the delivery of services to its stake holders.					
6. The Institute faces a challenge of limited skilled personnel to meet the rising needs of local people.					

THANK YOU

APPENDIX B

INTERVIEW GUIDE

I am Issah Gadafi, a student of the Kwame Nkrumah University of Science and Technology offering Master of Science in Procurement Management. I am currying out

my research on the topic; The Effect of Public Procurement Reform on Service Delivery in the Public Sector of Ghana. Your department has been identified as one of the office's that could partake in this research work and that shall be appropriately acknowledge in the final outcome of the findings. I kindly request you to provide the necessary information to enable me complete my thesis successfully. This questionnaire is for academic purposes only and information provided shall be confidential. Thank you for using your precious time to participate in this thesis.

1. Sex of the study respondents
2. Marital status of the respondents
3. Age of the respondents
4. Education level
5. Occupation of the respondents
6. Do you think there was a procurement system in the Institute before the public Procurement reforms in Ghana?
7. If „yes“ which organizations were involved in that procurement system?
8. Do you think there has been any procurement reform on services delivery in the Institute?
9. What procurement reforms have been put in place?
10. Do Public Procurement Reforms have an effect on the Institute?
11. If „yes“ Give reasons
12. In your opinion, what conclusion can you draw from the effects of Public

Procurement Reforms on the Institute?

THANK YOU VERY MUCH

KNUST

