

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,

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**An Assessment of Ethical Procurement Practices in the Health Sector:
A Case Study of Sogakope District Hospital**

by

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College of Art and Built Environment

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MASTER OF SCIENCE

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DECLARATION

I hereby certify that all information contained within this thesis is my own work towards the award of MSc Procurement Management and that, to the best of my knowledge; it contains no material previously published by another person or material which has been accepted for the award of any other degree of university. All sentences or passages quoted in this dissertation from other people's work have been specifically acknowledged by clear cross-referencing to the author.

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ABSTRACT

The research study was carried out for the purpose of assessing the status of ethical procurement practices of procurement officers at Sogakope District Hospital based on public procurement roles in achieving value for money. The purposive sampling method was employed by the researcher. A structured questionnaire was used to collect primary data from the respondents. The data was analyzed by using descriptive statistics, relative importance index and mean score ranking. Public procurement and supply chain officers and other staff made of various departments were employed for the study. The main objective of this study was to assess the ethical practices of public procurement practices at Sogakope District Hospital. Based on the data obtained from 25 members of staff made up of procurement practitioners and other staff members, the result showed that the Sogakope District Hospital complied with Public Procurement Act and Disposal Regulations on ethical issues, by preparation/ implementation of procurement plans annually. ‘Inadequate training Programmes on ethical procurement practice’ as well as unequal opportunities to practitioners are the major challenges to procurement practitioners at Sogakope District Hospital, as it was ranked highest among the factors identified. Therefore, it was recommended that, there should be regular training programmes for procurement practitioners and equal treatment before and after procurement processes without any discrimination to avoid unethical procurement practices.

Keywords: Procurement practices, awareness, compliance level, challenges

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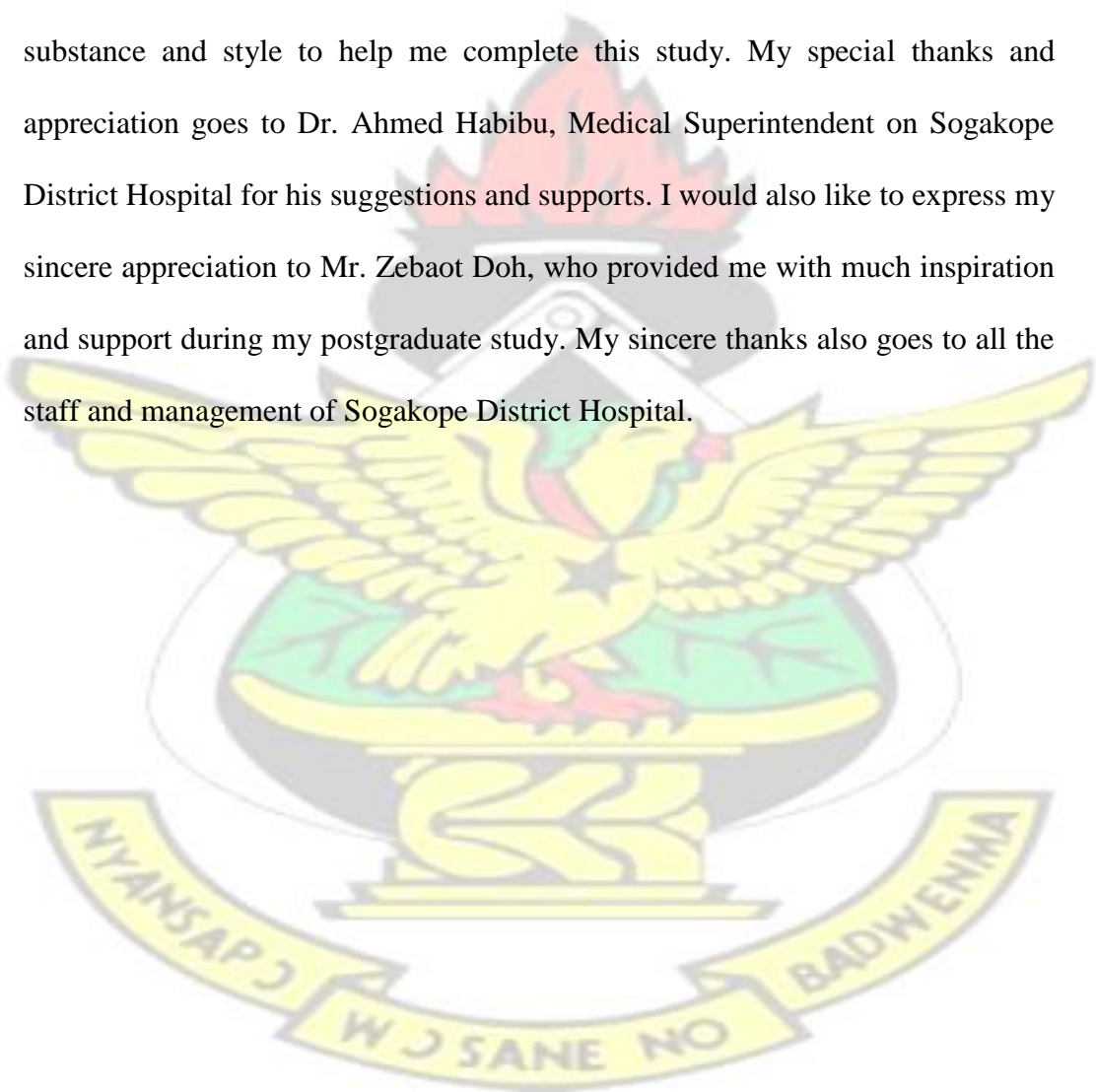
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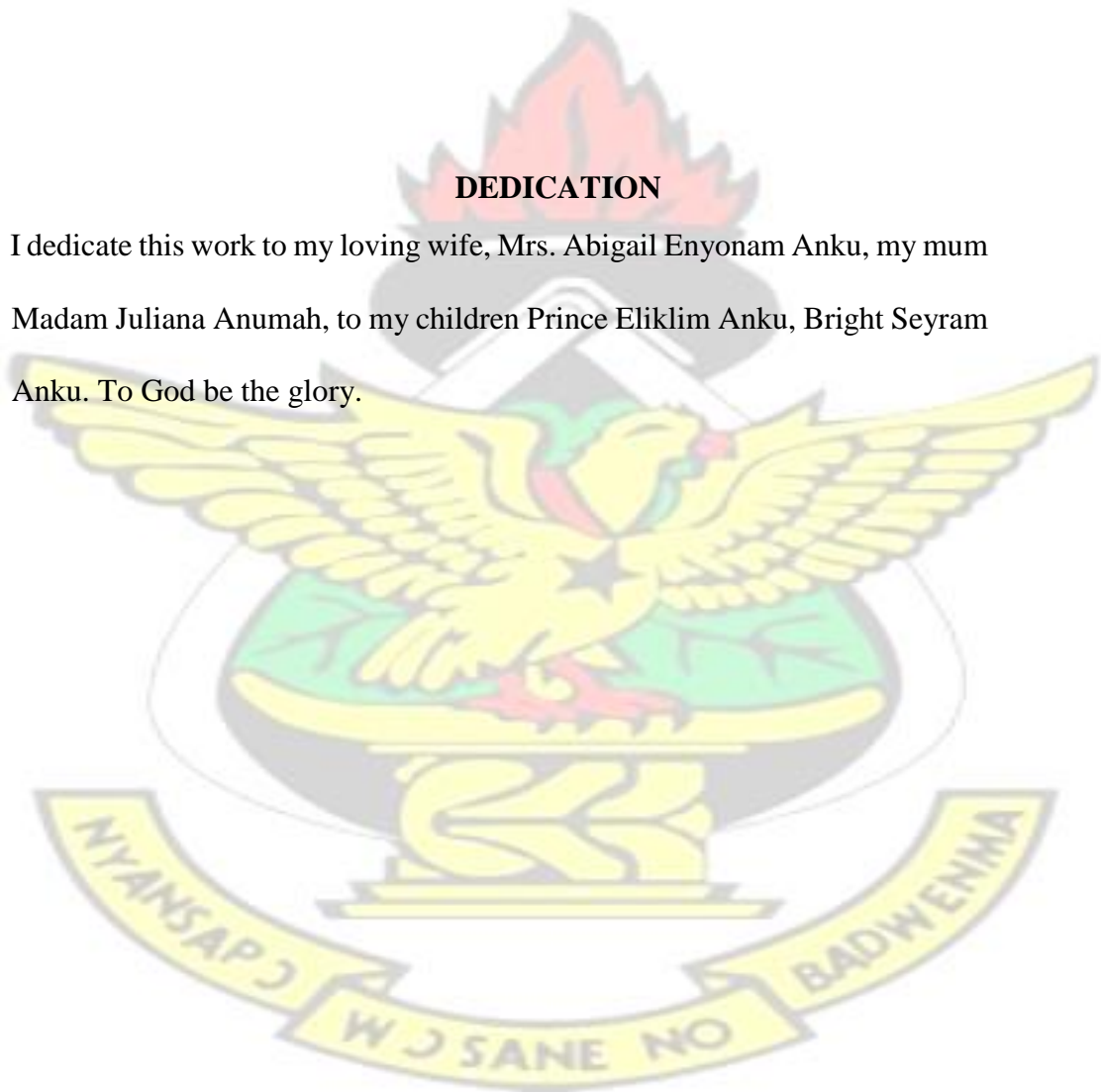
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KNUST

DEDICATION

I dedicate this work to my loving wife, Mrs. Abigail Enyonam Anku, my mum
Madam Juliana Anumah, to my children Prince Eliklim Anku, Bright Seyram
Anku. To God be the glory.



CHAPTER ONE

GENERAL INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Purchasing of services, goods and works are among the most significant activities of the government that help in performing its functions. According to Ethiopian Proclamation Law (2009), "Purchasing refers to the procurement of services, works, goods and consultancy through means of obtaining, purchasing or hiring by other means of contractual agreement; and 'public procurement' refers to the procurement by a public organization using public fund." Efficient public procurement is a key ingredient to good governance including the government capacity in managing resources efficiently as well as formulating, implementing and enforcing comprehensive policies and regulations. Ethical procurement is one of the measuring rods for professionalism and efficiency in most organization (Mekonnen and Shimeles, 2012). Because of public procurement is run by public money that serves the public interest, procurement managers supposed to purchase from the firm that offers the best value for money.

According to United Nations Office on Drugs and Crimes UNDOC, (2013). Public procurement accounts for 15-30% of the gross domestic products (GDP) for many countries in the world. Public purchasing represents an estimated 15% of GDP in Organization for Economic Co-operation and Development (OECD) states and up to 25% of Gross Domestic Product in under developed countries (OECD, 2007); the studies are also revealed that 70 percent of the public budget goes to procurement purposes in sub Saharan countries (Abebe, n.d). Furthermore, Public procurement in Ghana accounts for approximately 50-70% of the total budget for the nation (after private remunerations), 14% of GDP, 24% of total imports according to the World Bank

CPAR (2003). In addition, for example Ethiopia spends more than 60 percent of public expenditures for procurement of goods, work and services (Tesfahun, 2011). This means that a large amount of money spent by the governments to purchase goods, services and works. According to UNDOC (2013), states that because of the huge amount involved in public purchasing, it makes procurement prone to corruption in many institutions. According Mekonnen and Shimeles (2012) unethical procurement practice of public procurement officers negatively influences the whole process of procurement activities and leads to loss to public resources and corruption. Ethics and Anti-Corruption Commission report (2012/13) indicated that public purchasing take the great part of governments budget. Thus, special attention should be given to persons who coordinate public procurement activities. Procurement officers should practice ethical principles of procurement in each stage of public procurement in order to achieve value for money.

According to Thai (2001), provide explanations that, ethics in public procurement is very vital tool to reduce corruption and to make public procurement as a backbone for economic development. Lars et al. (2008), also explained that ethics in public purchasing does not related to only bribes and gift giving from supplier or contractors to public procurement officials but also includes suppliers and contractor's practices that relate to sourcing strategy. Getnet (2014), also, argued that public procurement is a key that promote efficient economic, environmental and social. In developing nations, public procurement is among the tools engaged in achieving developmental goals like infrastructure, reducing poverty, education, providing health care and other services for best utilization of public resources. Therefore, ethical principles of public procurement are both using fundamental ethical practices in each stage of procurement and using procurement as a policy tool. For instance, ethical practices like using the same

evaluation criteria in award of contracts, not disclosing secret and confidential information, not collude with suppliers; clearly prepare bid specification, etc. and applying purchasing as a tool for; economic development (giving preference for local suppliers, contractors and products), environmental protection (giving preference for environmental friendly products or services) and procurement used as social policy tools (giving preference for disadvantaged groups like women owned, disable and micro and small enterprise suppliers) are the main ethical practices in government procurement activities.

1.2 PROBLEM STATEMENT

Ethical procurement is one of the measuring rods for professionalism and efficiency in most organization (Mekonnen and Shimeles, 2012). Since public procurement is run by public money that serves the public interest, procurement managers supposed to purchase from the firm that offers the best value for money. Though the public procurement manual (2008) spells out the ethical procedure in procurement practice, it appears that its implementation has not been effectively followed. The majority of procurement officers appear not to follow the procurement ethics. The process of selecting the potential suppliers/contractors does not follow the laid down procedures as specified in the Act. Which is costing the nation a lot of judgment debts and making the profession perceive as a cost center rather than cost saving.

According to the report by OECD (2009), risk areas in each stage of public procurement cycle has been identified that as unfair bid specification, Collusion between the practitioners undertake specification and a supplier, disclosing of information, bribery etc. are some of the major unethical practices that hinder public

procurement officers and practices in many organizations. Public Procurement has, among other things, some kind of effect on delivery of public services, effective public financial management, and public projects order to accomplish value for money concerning federal administration expending and heartening investment and growth in the private sector (PPA, 2008). Public procurement has been increasingly considered as a powerful public policy tool that generate social, economic and environmental assistances as it is being identified as an essential tool for ensuring honesty and a well-organized management of public resources. Government procurement aside its business aspect of acquiring services as well as goods at the best promising conditions, it also has economic, social and political consequences (Thai, 2009). Regarding this context, there has been a dramatic change in terms of the responsibilities of procurement officials in this current times, to be able to survive the demand for honesty in public purchasing. Nowadays public procurement has become a significant tool for the development of countries economy by applying objectives of public procurement (OECD, 2009). Due to the large amount of money that goes to public procurement; the government must use his power to achieve value for money and social, economic and environmental objectives.

Due to a consequence of unethical practices by procurement officers, public institutions do not get value for money on procurements (Joseph et al, 2011). According to (Abebe, 2012; Abeje, 2015; Getnet, 2014; and Mekonnen, 2012), a small consideration is given to public procurement as a policy tool when the ethical practices is based on bribery and corruption in procurement activities. Since public procurement has both objectives, which is, getting goods and services at the lowest possible price and using procurement as a policy guide. This study is aimed at assessing ethical procurement practices at Sogakope District Hospital. Studying of unethical practices of public procurement

officers by combining with factors for unethical practices like suppliers' attitude may be relatively permanent solution to the betterment of ethical practices of public procurement officers.

1.3 AIM AND OBJECTIVES

This study is aimed at assessing the ethical procurement practices at Sogakope District Hospital.

1.4 SPECIFIC OBJECTIVES

- 1.To identify the level of awareness of ethical procurement practices at Sogakope District Hospital.
- 2.To identify the compliance level of ethical procurement practices at Sogakope District Hospital.
- 3.To identify the challenges faced in the implementation of ethical procurement practices at Sogakope District Hospital.

1.5 RESEARCH QUESTIONS

- 1.What are the levels of awareness of ethical procurement practices at Sogakope District Hospital?
- 2.How effective is the compliance of the ethical procurement practices at Sogakope District Hospital?
- 3.What are the challenges faced in the implementation of ethical procurement practices at Sogakope District Hospital?

1.6 SIGNIFICANCE OF THE STUDY/ JUSTIFICATION

This study provided good information on ethics in procurement to most organizations. It highlighted strategic importance of procurement practices in organizations which generated the needed recommendations to be accorded by procurement practitioners, organizations and students. Research findings added to the body of knowledge in relation to procurement practices. It formed the basis for further research by other students and researchers.

1.7 RESEARCH METHODOLOGY

To address the aims and objectives of this study, the study adopted an exploratory research design as that explicitly help in understanding and assessing the status of ethical procurement practices of procurement officers at Sogakope District Hospital based on public procurement roles in achieving value for money. It did also help in fishing out some of the challenges faced in the implementation of ethical procurement practices at Sogakope District Hospital.

This section looked at the targeted population size and the best technique adopted to select the sample size. It also included the sampling technique and there after interviews were conducted to elicit the relevant data, which were analyzed. In achieving the objectives stated, the following method of gathering data and information including both primary and secondary sources were used.

1.8 SCOPE OF THE STUDY/DELIMITATION

Ethical procurement practices have a wider scope. To cover all the areas under ethics this research covered specific areas such as:

- Good practices;

- Bad practices;
- The effects on the institutions; and
- Recommendations and way forward.

Due to the limited time available to the researcher, all health institutions in Ghana were not covered but the researcher limited his case study to Sogakope District Hospital.

1.9 ORGANISATION OF THE STUDY

This study is structured into five interrelated chapters as detailed below:

The chapter one of this document captures the research background, statement of the problem, research question, research aim and objectives, the study's significance, as well as the scope of this research. While the chapter two presents literature review on theoretical and empirical relevance to the chosen topic. The chapter three covered the methodology of the study where data requirement and sampling procedures as well as analytical tools would be covered. The fourth chapter presents the analysis and interpretation of data and chapter five of the research work provided a wrap up of the work, with recommendations and a conclusion.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The chapter centers on reviewing related literature of ethical practices of public procurement officers, contractors and supplier related ethical issues. The related literature will be based on ethical issues in public procurement which includes fairness,

impartiality, confidentiality, collusion and many others written by other authors in the similar areas of study.

2.2 INTRODUCTION TO ETHICS

According to Crocker (2008), stated that humans are difficult in terms of managing the social aspect of their lives; the definition for ethical rules is to done by them even if they regard it to be God-given. “Ethics” source from “ethos” which is Greek word and it is related to “Oikos” meaning a house. In ancient history, the meaning of “ethos” was something like meadow or pasture. Thus, it means humans living as one in a society with different gender, people, norms and culture that seems to affect individual’s behaviour as well as way of doing things. Ethics includes the principles of values, morality and norms concerning the daily undertakings and it may as well include the understanding on the distinction between rights and wrong which is contingent upon one’s understanding of sensible thinking.

2.3 PROFESSIONAL ETHICS

Professional ethics is the underpinning concept behind any achievement of ethical values towards achieving the individual, professional and societal goals. The above goals should ultimately result in morally, legally, ethically and even culturally acceptable good things for all. As other discipline, Public procurement also needs high professional ethics due to large budget run by those procurement practitioners, mismanagement of ethical conduct of procurement can leads to loss of public money and value for money cannot be ascertained, (Alavudeen et al., 2008).

2.4 DEFINITION OF PUBLIC PROCUREMENT

According to Kotoka (2012), defines procurement as the function responsible for obtaining or purchase. Consequently, the foremost responsibility in relation to public procurement is the procuring of services, works and goods. A contract is a lawful binding certificate that ought to be esteemed and keep to at any given time. Lyson (1996) stated that, institutional procurement refers to that which is in charge of obtaining goods, works and services by means of purchase, hiring prerequisite to satisfying the needs of the organization or other parties involved. The complete task of purchasing is “to acquire services, goods and materials at the right quantity, source and quality and delivering these to the appropriate place at the appropriate time, with the exact price so as to obtain value for money. The Public Procurement Act (2003) (Act 663) makes it clear that, public procurement defines the purchasing of public works, goods and services at efficient and a whole life cost, at the exact quality, quantity and time, and at the exact place to the advantage of governments, individual or corporate institutions mostly through contract.

2.5 DEFINITIONS OF PURCHASING ETHICS

This is a sector of organizational ethics in using the general ethical principles in the industrial or commercial settings. (Sims et al. 1993), give the following clarifications on ethics: Ethics is of the interest of values and moral issues that guide one’s decision, actions and beliefs in the context of life. Business ethics have been defined as the logical way of studying moral and issues concerning practices, industry, institution or business; beliefs also refer to definite practices, values or standards of beliefs. From Sternberg (1994) definition of business ethics, it refers to how a business conducts itself in carrying out its activities or in ordinary time, or how the organization handles issues related to its consumers as well as its staff, or better still, how the business supports and

designs its products, as well as how the firm apportions blame and awards contracts to these definitions determine and whether or not a business is ethical. According to Aliza et al. (2011), some of the importance of ethics purchasing are; Purchasing staff represents their company in their dealings, an effective conduct of ethic in relation to suppliers is crucial for creating a lasting relationship as well as bringing about the supplier's friendliness, and It is quite difficult in claiming expert status in terms of purchasing without considering referencing the purchasing ethical aspects.

2.6 ETHICS

Ethics is discussed in most purchasing textbooks from a very narrow perspective as being mainly interested in issues as confidentiality and bribes. As the above definition states, conversely, ethics also has interest in values. 'Values', Donaldson (1989), states, 'is a general term relating to those things which people regard s good, bad, right, wrong, desirable, justifiable etc.' Thus, we can speak of 'truth values' (true or false) and of 'false judgments' which are statements about what is valued, sound, deplorable, skilled, etc. Values are the basis of both individual and organizational ethics and upon which we take ethical decisions. Consequently, individual and business decisions will differ as to which of the following views they are based on:

- **Utilitarian View** – the definition for conduct is an ethic that delivers the outmost good for the greatest number;
- **Individualist view**- defines conduct as by good encouraging one's personal interests of organization regardless of what consequences of interest on the organization or other persons.

- **Human rights view**- defines conduct to be good by which esteems fundamental human rights shared by everyone; and
- **‘Justice’ view**- defines justice as the accepted way of judging moral as well as legal questions.

2.6.1 Ethical Approach

Ethics has to do with the moral values and principles that oversee one’s decisions, beliefs and actions. The term ethical approach refers to archetypal method used in all procurement processes that cannot be criticized nor questioned. In Ghana, the Public Procurement Code of Ethics make known “inside information” or confidential both indirectly or directly to prospective tenderer or any tenderer or discussion of procurement with a prospective or any tenderer outside the authorized procedures or rules for carrying out procurements:

- Discriminating against or favoring a prospective tenderer or a particular tenderer in the conscripting of technical standards, conditions or assessment of tenders or removing, damaging, destroying, hiding or wrongly altering any document of certified procurement;
- Requesting or accepting money, gifts, discount, travel, favours, meals or anything having a substantial value from prospective or any tenderers or accepting or discussing prospect engagement with prospective or any tenderer;
- Demanding a Government Official or Public Servant on behalf of the Procurement Body in a procurement to infringe the procedures as well as rules of public procurement.

2.7 ETHICAL CODES

In chapter one it was stated that among other prerequisites of one's profession is 'integrity preserved by the observation to a code of conduct'. Professions come in various types like accountancy, law, architecture and medicine and have published codes of conduct.

2.8 BENEFIT OF CODES

Ethical codes do not have the same enforcement sanction as those relating to law or medicine, where to be struck off for unprofessional conduct means the revocation of the right to practice. They are not, however, entirely without value. Manley's identified eighteen major benefits that a code of conduct provides to a business.

It would be tedious and to some extent, meaningless to quote all Manley's eighteen advantages without his supporting comment. A more succinct statement by Karp and Abraham, (1992), applicable to both organization and professional codes is that there are advantages in:

- providing a unified set of guidelines that forms the basis for judging cases in a given situation on a consistent basis;
- defining clearly that which makes up ethical behaviour in a professional or organizational values. Examples of such boundaries include competition, hospitality, declarations of interest, confidentiality of information and business gifts.
- making provision for a safe environment for each and every subscriber in default of the use of a code of ethics workers still regards the value system of those in authority; and

- providing the basis for incorporating in terms of carrying out duties; a number of codes demand the people to treat themselves with respect.

2.9 SOME CRITICISM OF CODES

Perhaps, a number of purchasing people have the idea about ethical codes to be distant from the actual world. This is a result of work leaving little time for consideration. The prerequisite maintains a perfect standard of honesty in every business relationships is acceptable till questions start arising on the meaning of honesty/integrity and to whom the duty of honesty is owed.

Possibly, a number of purchasing people have the idea on ethical codes to be distant from the actual world. This is of the reason that hardly do work leaves time for consideration. The prerequisite maintains a perfect integrity standard in every business relationships is acceptable till just a question on the meaning of integrity and to whom the duty of integrity is due. Supposing there is a cash of trustworthiness between organizational and personal integrities? Farmer (1985), quotes Baumhart (1968), who concluded that 'it is easier to be ethical in jobs involving fiduciary relationships such as the accountant's or engineer's than in those jobs involving competitive relationships such as the salesman's or the purchasing agent's.

Brigley (1994) conducted a survey on ethics in relation to management, which he deems codes are comparatively easier in introducing and implementing it in bigger institutions and organizations than the smaller ones where mostly there is a penchant for easy-going approaches to issues relating to ethics. Brigley (1994) again added that, inside organizations, the top managements' tactics and attitude as well as confliction

of values with top management constitute the most cited hindrances to the management of matters relating to ethics. Any time there arise conflict between the ethics of the organization and that of the workers on their professional ethics, workers are obliged to choose between speaking out and facing whatever after and remaining silent. Employees may at times face the consequences of termination of contract or employment. Workers would have to face the consequences of employment termination which is hard to contemplate as the employee would have to face the conditions of reformation and joblessness.

The NAPM code, for instance, make it clear that endorser sought to condemn all practices or manifestation of salable bribery. But, what does one do after realizing what happens to informers, if you discover that your colleague or perhaps your boss is taking bribes? In short, it demands that to be professional, effective as well as organizational codes require to be made extra relating to the people whom it applies to and as well to be reinforced by managerial procedures that are designed for assisting the creation of ethical culture.

2.10 GOOD PRACTICES AND IMPORTANCE OF PROCUREMENT

Public Procurement Act (2003), procurement in relation to the public has an unswerving consequence on the following: lessening corruption; lessen debt levels; more completion; an effective public pecuniary management through the achievement of value for money in federal administration expenditure; budgetary savings; heartening private subdivision participation; and successful delivery of projects and services. Social influences on public procurement include improved status of government institutions, improved social sector services, improved access by local market to government contracts, and enhanced predictions of attaining other government goals.

Procurement has multifaceted significance that traverse all aspects of life. Federal administrations of the emerging countries ought to ensure they carry out procurement laws completely and as well take away all blockages. Cost reduction can be done by reducing paper work, little space and man hours required for goods and other files. The contribution made by e-procurement to the process of procurement is enormous as it has made the process of procurement short between requesting and the engagement of suppliers; and again there exist a greater suppleness in requesting for goods from distinct sources at a time.

2.11 ETHICS IN PUBLIC PROCUREMENT

Code of Ethics inside public procurement classifies ethics into three key groupings:

- a) Certainty on the process of public procurement;
- b) Expertise of workers; and
- c) Quality of works.

According to Aliza et al. (2011) to realize these set goals, the rules of impartiality, honesty and self-sufficiency ought to be apply in a systematic way.

This means that:

- (i) There should not be any suspicion of conflict of interest;
- (ii) There should be immediate reporting on corruption practice;
- (iii) Transactions with tenderers ought to be even-handed, fair and honest.

All workers directly or indirectly entangle in the process of procurement are dependent of the following:

- a) Workers ought not to get themselves involved in professional, personal or business activity neither should they hold any financial interest that do not agrees with their responsibilities and duties concerning their position.
- b) Workers cannot accept, agree or solicit any perk for themselves, others or their families as it result in personal gain and consequently could affect their decisions making by being biased; and
- c) Workers ought not dispose, take, use or allow either in a direct or indirect means of any resources or property which belongs to any contracting authority.

For conflict of interest: the authorities involved are subject to reject a tender, or are quest to partake, on condition that:

- a) The contender or the tenderer is in situations of conflicting interest. Rejections of such kinds as well as of similar reasons consequently will be noted in procurement events as clear stated in the PPA (Article 12) and quickly conversed formally to the concerned contender. Such decisions ought to be expose to judicial reconsideration; and
- b) Contracting authorities' decisions in pursuit of the paragraph 1 of the Article 12 mentioned in the above, are without prejudice of any obligation to file a complaint with the prosecuting authorities, when the action concerned is considered a criminal offence under criminal law. Source: Public Procurement Manual – April 2007

2.12 PROCUREMENT PRINCIPLES AFFECTING COMPLIANCE

Act 663 of the Public Procurement Act has identified the ensuing rules distressing the attainment of objectives of a good procurement. The researcher holds in view that

fulfilling these principles outcomes in achieving acquiescence with the ‘value for money’.

2.12.1 Professionalism

This is defined as the subject whereby experienced, responsible and educated officers of procurement make knowledgeable decisions as to procurement processes. It is known to the fact that the authorities of public procurement channel its resources on the professional development, training, support and promotion for workers engaged in the public procurement undertakings so as to ensure observance to ethical and professional standards (PPA, 2006).

To realize the above standards, PPA proposed a Capacity Development Policy Paper which is intended to make certain that

- Every procurement body possesses a practical procurement unit managed by staffs with the necessary procurement competencies and stick to the established ethics and code.
- Workers insider the procurement unit precisely in the public service will have the opportunities to gain for themselves qualifications in professional procurement.
- Formation of Procurement Professionals Association more than 1,289 participants were trained. Training of Civil Society groups, Practitioners, Media, Service Providers and the omitted Groups (CHRAJ, Internal Auditors, SFO, Police, Ghana Audit Service, Parliament, Judicial Service, and Attorney General’s Office) (PPA Annual Report, 2008).

2.12.2 Transparency, Competitiveness and Fairness

Transparency refers to similar rules being applied to each and every supplier of services, goods works as these rules publicized to be the grounds for making procurement decisions preceding the use of these rules. Procurement procedures that are transparent can enhance the more efficient distribution of resources via higher quality procurement, increased competition and fiscal savings for the federal administration as well the taxpayers (PPBD Training Module 3, 2007). To decrease corruption rate in public procurement systems, publishing of calls for tenders and alerting agreement awards in the media and making the criteria for the award a more transparent and accountable one. These form the fundamental principles of transparency which unswervingly have some consequences on corrupt practices according to Evenett *et al.* (2005). Act 663 and its regulations ratify competitive tendering usage which heartens all-out competition in the procurement system. It includes the engagement of STDs, publication of contract awards, publicizing procurement prospect, generating windows of addressing complains and appeal, public opening etc. Public Procurements that involves the use of uncompetitive procedures are evaluated and monitored vigorously by the Audit Agency and PPA to enhance value for money, transparency and fairness (Act 663, 2003). Barden (2006) stated that, it can assist agencies under the government to realize transparency through efficient and effective publicizing; effective assessment of tender documents; publicly opening tender document; and publication of results on award of contract.

2.12.3 Value for Money (Vfm) in the Procurement Process

VFM is defined as the best mixture of a product quality and whole cost to meet the necessities of a purchaser. Value for money is reproduced in the service procured or the

price of the item. VFM has to be noted to be a decisive measure for effective procurement process, its outcomes and outputs. Achieving value for money demands an integrated and a strategic approach to procurement. Value for money may be lessened providing the PPA and Regulations are pursued. VFM is a significant test that forms the basis for addressing to justify a procurement outcome while required conditions for best accountability, transparency as well as value in public procurement according to the World Bank (2003). Value for money is in connection with disposition of resources for achievement of an anticipated value in an effective, efficient and economic manner. The idea of VFM is not just the acquisition cost/price but it considers also the effectiveness and efficiency of a procurement process. Experts of procurement require improvement continuously upon their performance as well as innovations required for the delivery of greater value to the procuring unit.

Nevertheless, studies have shown that not many procurement bureaucrats lack some level of knowledge and skills in managing the procurement cycle. Consequently, undemanding issues such as bid selection and evaluation were just grounded on lowest price instead of the lowest evaluated price. Communication, cost and project time are managed poorly in Ghana consequently making VFM concept ineffective.

2.12.4 Efficiency

Efficiency in relation to the system of public procurement defines that which functions with minimum bureaucracy, timely manner, at the same time being open to the requirements of the final consumers of the facilities or goods procured. In terms of VFM, efficiency can narrowly be defined as:

The most quality at the lowest cost. With regards to this, efficiency is best obtained via open competition, thus procurement restructuring is noted as heartening a more relaxed scheme. Efficiency in a more elaborate way takes into consideration developmental benefit together with quality and cost making it positive that procurement is very significant in reducing poverty (Cole et al, 2008). In the Ghanaian settings, to be effective and efficient in Public Procurement means to perform procurement undertakings in a transparent and professional environment having a clear set of an already defined rule to enhanced opposition thus inspiring innovation and efficiency among purchasers. Cloete (1998) stated that, efficiency in context of the public sector refers to meeting the demands of the most vital requirements of the community to a highest extent by the use of the inadequate resources available to fulfill this purpose. Consequently, public bodies sought to be stood in for by knowledgeable personnel who are capable of putting the PPA (Act 663) into exercise to achieve VFM and efficiency. The core aspect of accountability is to reinforce the acuity of fairness and transparency. Accountability lessens the occurrence of corruption as it imposes the Act 663 and its regulation which defines clearly responsibilities (Cloete, 1998).

2.13 CORPORATE ETHICS AND PURCHASING

Corporate ethics define statements delivered by other organizations and companies that describes their accepted value systems and giving information strategies for making decisions that are in line with the principles. Such statements could relate to (i) the tasks for each member and (ii) the social tasks of the organization.

2.14 SOCIAL RESPONSIBILITY AND PURCHASING

Clutterbuck et al. (1992) identified seven important 'communities' or stakeholders who call for attention from the socially concerned firms. Those stakeholders are: the political arena, suppliers, the broader community, employees, shareholders, customers as well as the environment are considered Social responsibilities to suppliers. Clutterbuck et al. (1992) list the following as among an organization's social responsibilities to its supplies:

a) Delivery of practical advice and help. This can be provided by:

- Supporting with finding non-competitive clients to avert over dependence on just one big company;
- Providing response on abortive bids;
- Providing the needed assistance with protection and design;
- Providing advice and assistance in relation to HRM purchasing policy and training.
- Expansion of supplier; and
- The measuring of the performance of a supplier as well as providing positive response.

b) Monitoring supplier practice. The socially responsible organization should:

- Deal only with suppliers that have high ethical standard;
- Ensure that suppliers have an environmental or 'green' policy where this is suitable; and
- Encourage suppliers to be responsible towards their community groups, e.g. disabled personnel, ex-offenders, youth programme.

c) Prompt payment. The organization should help suppliers with cash flow problems by:

- Paying invoices on time;

- Dealing with complaints as expeditiously as possible so that payments are not needlessly deferred; and
- Partnership sourcing.

2.15 CORPORATE GUIDELINES IN RESPECT OF INDIVIDUAL PURCHASING ETHICS

According to the Chartered Institute of Purchasing and Supply (CIPS) (2013), the corporate guidelines are to provide advice as much as guidance to purchasing organizations on how to develop ethical purchasing practices in their supply chains. Although these guidelines are intended primarily for individual purchasers, but they also apply equally to anyone who has responsibility for managing the supply of goods or services from an external source. As shown by the guidance appended to the Ethical Code of the CIPS (2013), each specific purchasing ethics uses:

- **Business gifts and Hospitality** – According to the CIPS (2013), since there exist nothing like free lunch, the offer as well as receipt of entertainment and business gifts are regarded to be sensitive areas for purchasers despite the fact that they recognized as being a standard practice in business. That is, corporate firms ought to have a definite policy on when, where, and how to accept gifts from purchasers. Purchasers also ought to encourage others to go by such policies set by the organization (Institute for Supply Management, 2014).
- **Declaration of interest** – Every individual interest ought to be declared. That is, purchasers ought to encourage others to declare any individual interest in material form that could affect, or be seen to effect, their judgement, or impartiality, in respect of their duties. According to CIPS (2013), examples

of these include employing close family relatives by a key supplier or a significant shareholding in a supplier.

- Fair competition – All suppliers ought to be treated in a fairly manner and even-handedly at all stages of the procurement process. This means being open with all those involved, so that everyone, especially suppliers, understands the elements of the process like the procedures, timescales, expectations and so on (CIPS, 2013).
- Confidentiality of information – Supplier confidentiality ought to be safeguarded, and unsuccessful suppliers ought to be debriefed with as much transparency about the procurement process as can be provided, for instance, on the weaker aspects of their tender (ISM, 2014).

The Principles and Standards of Purchasing Practice in the report of ISM (2014) expand the above to include receptivity to competent counsel from colleague; consistent striving for knowledge of materials and processes of manufacture and practical administrative measures; and a prompt and courteous reception for conditions that will permit all who call on legitimate business mission.

2.16 BUSINESS GIFTS AND HOSPITALITY

Policies with regard to the receipt by purchasing staff of gifts from suppliers particularly during Christmas as well as hospitality at other times vary widely. The three most common policies are:

1. Purchasing staff are banned from accepting gifts or anything as such; thus, items received must be taken back;
2. Purchasing staff may keep gifts that are clearly of an advertising nature, e.g. calendars, diaries, pencils etc.

3. Purchasing staff are allowed to decide for themselves whether a proffered gift of hospitality is an appreciation of cordial business relationships or an attempt at commercial bribery.

The writers considered view is that the third of the above policies is the best since it regards staff as responsible individuals capable of distinguishing a gift or hospitality from a bribe. There is also the fact that the first two policies encourage subterfuge, e.g. having gifts sent to the buyer's home address. There is, however, the danger that younger, less experienced, lower paid staff are likely to be flattered to receive gifts, the implications of which are not always recognized. For this reason, all purchasing staff should have some training in ethics as applied to purchasing (L'etang, 1995).

This aspect is referred to in section 18.13.8 above.

2.17 THE LAW ON CORRUPTION AND BRIBERY

The Prevention of Corruption Act 1906 deals with the corruptions of representatives.

The Act defines the term 'agent' but not corruption: an agent is 'any person employed by or acting for another'. As stated below, 'corruption' applies not only to bribery but also to cases involving false documentation.

In *R v Wellburn and others* (1979) the Court of Appeal accepted the path of the Recorder of London that 'corruptly is an adverb in English and I am not going to clarify it to you apart from to say that it does not mean deceitfulness. It is dissimilar word. It purposely means acting in a way that the law prohibits as tending to corrupt'.

Representatives are banned from dishonestly tolerating or gaining or approving to take or trying to acquire and form of incentive or prize or gift for carrying out or planning to

carry out any act or planning to favour or disfavour or for presentation of any person or individual, which related to his business or office.

It is regarded uncalled-for to give or offer any form of consideration or gift to an agent for the purpose of inducing or rewarding for doing something or forbearing to do something, or forborne to do or having done, or showing favour or disfavour to anyone which related to his business or office.

There exists a common-law offence on bribing a public official which usually meant: Offering or receiving of any form of an undue reward to or by a person of any kind, in public office, for the purpose of influencing the behaviour of the officer, and inclining him so as to act against the recognized rules of integrity or honesty. Majority of corruption cases are secrete; that is, the defiance who has been charged with bribery case or corruption in plainness. It is wise, as a result, for a worker to make disclosure of gifts received or otherwise offered to the employer who is having the responsibility to decide if or not the gift should be returned or can be accepted, and the appropriate action needed to be taken against the person or the organization proffering the items of gift.

2.18 ETHICAL TRAINING

A number of benefits can be attained by the ethical training sessions for staff purchasing. They buttress the ethical codes as well as the policies of organizations, they remind staff that top experts management participants to study ethical matters in making decisions on purchasing and they simplify what is and what is not satisfactory. Such training according to L'etang (1995) can include the following:

1. The field of ethics
2. The feasibility of ethics on business
3. How people may rationalize their unethical behaviour. For example
 - 'I was only doing what I was told'
 - 'It's not really illegal.'
 - 'It's in everyone's interest'
 - 'Everybody does it'
 - 'No one will even know'
 - 'The company owes me this because it doesn't pay me enough'
4. Aspects to be well thought-out when receiving a gift or the offer of hospitality, including:
 - The donor's object of the, i.e. whether a gift is a symbolic of gratefulness or a bribe.
 - The value of the hospitality or the gift -when does it exceed what is permissible;
 - The kind of gift or the nature of the hospitality
 - The way in which the offer is made, i.e. surreptitiously or openly
 - What rules, if any, are attracted
 - What impress the hospitality or gift will make on managers, subordinates and colleagues, bearing in mind the human propensity to think the worst;
 - What would be the employee's reaction if the matter was brought to his attention?
 - Whether the buyer can fairly be fulfilled that the gift will not impact his or her detachment in dealing with suppliers.

If the buyer has thought about any of the above the gift or hospitality should have refused.

1. Double standards, i.e. some companies offer gifts to the buyers of customers but refuse permission to their own staff to receive
2. What should a member of the purchasing staff do if he discovers his superior, colleagues or subordinates contrary acting to the ethical code of the company?
3. What are the possible penalties for unethical behavior?
4. Fostering ethical standards
 - Dealing with ethical suppliers
 - Management support for ethical behavior.

2.19 ETHICS

We feel that it is appropriate in this chapter about human resources to make mention of ethics and professional practice. There are a number of published 'codes'; below we reproduce the ethics, standards and principles of purchasing published by the National Association of Purchasing Practice in the United States, and the CIPS ethical code.

2.20 PRINCIPLES AND STANDARDS OF PURCHASING

The following principles and standards of purchasing practice are published in the United States by the National Association of Purchasing Management as emphasize by Baily (2005):

1. To firstly think of, the interest of his or her company in all businesses as well as undertake and have faith in its policies established;

2. To be open to capable counsel from his or her equals plus directed by such counsel without damaging the poise as well as obligation of his or her office;
3. To purchase, short of partiality, in search to get the decisive maximum value for each dollar of expenses;
4. To constantly strive for understanding of the materials and procedures of manufacture as well as to practically establish systems for the conduct of his or her office;
5. To contribute to as well as work for honesty and truth in purchasing and selling and to denounce all forms of manifestation of commercial bribery;
6. To accord a quick as well as considerate response, so far as situations will permit, to all who call on a genuine business mission;
7. To respect his or her concern be respected, consistent with good business practices;
8. To evade strident practice;
9. To counsel and assist fellow purchasing agents in the performance of their duties whenever occasion permits; and
10. To co-operate with all organizations and individuals engaged in activities designed to enhance the development and standing of purchasing (Baily, 2005).

2.21 THE ETHICAL CODE

This code is published in the United Kingdom by the Chartered Institute of Purchasing and Supply.

To join the Institute, individuals accept to abide by 'the Memorandum, Constitution, as well as the Articles of Association, Rules and By-Laws of the Institute'. This code was accepted by the Institute's Council on 26 February 1977 which is requisite on matters.

The Disciplinary Committee who is chosen by the Council investigates cases of members reported to have breached the Code; wherever a case is confirmed, a participant, contingent on the conditions as well as the severity of the responsibility, be chastised, cautioned, removed from the list of members or suspended from membership. Overview of cases in where members are found in the breach of the Code will be informed in the publications of the Institute (Walker and Brammer, 2009).

2.22 PRECEPTS

Members shall on no occasion practice their expert witness or office for personal attainment and shall pursue to maintain as well as improve the standing of the Supply and Purchasing profession and the Institute by:

- a) Keeping a faultless standard of honesty in all their business relations both outside and inside the establishments in which they are working;
- b) Encouraging the main conceivable professional standards competence among those for whom they are accountable;
- c) Improving the usage of resources for which they are in charge to make available the all-out advantage to their employing organization
- d) Obeying both with the letter as well as the spirit of

i. The country regulation in which they work; rules on professional exercise as may well be delivered by the Institute on timely bases; iii. Contractual obligation; as well as iv. Declining all corporate practice which might realistic is supposed unsuitable (Walker and Brammer, 2009).

2.23 GUIDANCE

Relying on this, members ought to follow the guidance establish below:

- a)Statement of interest. All individual interest which possibly will impose or might rationally be supposed by others to impose on an associate's objectivity in every issues pertinent to his/her responsibilities must be stated;
- b)Privacy and information accuracy. The privacy of received information when carrying out work must be appreciated and must never be employed for individual gain; information given must be true and fair and on no occasion designed to misinform;
- c)Competition whereas focusing on the benefits to the affiliate's employing organization of upholding an enduring connection with a supplier, any preparation which might, in the long term, thwart the operative action of fair competition must be circumvented;
- d)Business gifts. Business gifts, other than items of very slight inherent value like business calendars or diaries must not be accepted; and
- e)Hospitality. Modest hospitality is a recognized courteousness of a business connection. Nevertheless, the receiver must not let him or herself to attain a position

where he or she might be supposed by others to have been influenced in making decision as a consequence of accepting such hospitality; the scale and rate of hospitality acknowledged must not be expressively more than the receiver's employer would be probable to make available in return; Information on all aspect of the principles as well as direction establish possibly will be found on written request to the Institute.

2.24 CONFIDENTIALITY OF INFORMATION IN PUBLIC PROCUREMENT

Confidentiality is keeping commercially sensitive information that was provided by suppliers. Information confidential may well comprise practical or trade secrets that might harm if it not kept by public procurement officers. It said that information asperses had provided was of great value to a competitor because rivals could have used the information to their advantage. Confidentiality as it is, is a critical obligation and as well a shared responsibility, both ethical and legal that supplier and buyer own each other. Upholding confidentiality becomes significant mostly when information by a person can have some effect on the competitive position of an organization and causing financial loss (Fred and John, 2007). The Amhara Regional State Procurement and Property Administration Proclamation No. 179/2011 Art9 (1) c, also describes; ``keep in secret any confidential information concerning procuring entities, candidates or suppliers that he/she came to know on account of his/her duty".

2.25 ETHICAL BEHAVIOR OF PUBLIC PROCUREMENT OFFICERS

According to Joseph et al. (2010), as a consequence of questionable behaviors by procurement practitioners, public institutions do not have value for money on procurements. At the community level, procurement malpractices have negative impact on social services' quality intended to be of benefit to the vulnerable. Important losses

of public monies also occur due to mishandled public procurements. Furthermore, (Fredrick, 1988) also, stated that the rules for behavior is called Norms, whereas behavior practices that goes against ethical practices is considered unethical practices when norms of the group are supported. The supposition is that individual self-interest of the as well as group interest will not certainly be the same. The individual lifestyle is regulated or controlled by norms existing which in effect assist in the attainment of larger group interests or to minimize group members conflict.

As a servant of the public, it is imperative to separate one's propensities in the direction of nepotism as well as favoritism. It is man behavior to advance extras in the direction of people we like as well as individuals who satisfy our requirements. It is significant to on no occasion let these emotive bonds away our good decision as a characteristic of the interest of the public. It is also important that favors of appreciation are not entertained, as these gifts could influence our decision in imminent businesses with a specific supplier or contractor. We have in place procurement laws and manual these are laid down to direct us in taking procurement management conclusions. For instance, there are enacted regulations that assist us acquire just as well as viable competition to save monies of the taxpayer; there are also regulations that detach us from showing favoritism as well as taking bribes. In addressing this issue, these regulations must be considered as to why they were made plus what made up of ethical conduct. According to Achua (2011), public procurement corruption practices take place during the planning and execution stages of procurement cycles. Therefore, there is limited space for errors by new staff that are not trained in professional practices, which could be taken as unethical conduct (Hunsaker, 2009). Furthermore, Khramkin (2005), explains how conflict of interest can arise in situations where individual/private interests collude with official functions/responsibilities of public officials.

2.26 CODE OF CONDUCT FOR PUBLIC PROCUREMENT

A code of ethics is especially useful when problems arise the most important element of the code of conduct is commitment to integrity and corruption reduction. The code of conduct should avoid corruption and bribery (eon Rossouw and Van Vuuren, 2010). Fight against corruption is waged both through control and through prevention. Here, criminal laws are the most important instruments. The other instruments of control are civil and administrative sanctions and the debarment of corrupt organisations' (OECD,2007). When developing a Code of Conduct it is according to Evans and Weiss (2008) significance to ensure that it reflects subjects important to the organisation, e.g. corruption, environment or human rights. Public procurement codes of conduct should be consistent with its one own values and that they are relevant to the business sector the companies work in. Since it is the location of markets and where the firm audits supplier's work that will dictate the relative importance of the different issues in the code of conduct (Evans and Weiss, 2008).

2.27 THE ROLE OF PUBLIC PROCUREMENT IN PREVENTING CORRUPTION

Public procurement is viewed as a premeditated profession that plays a critical vital function in averting misconduct as well as lessening corruption in the use of Public funds in other to achieve VFM. Public procurement is progressively documented as a device for government policy and a road map for wider social, economic as well as environmental change (OECD, 2007). Many nations have not been able to deal with public procurement unethical practices and public procurement, become government

activity most susceptible to corruption and bribery. Improving in the public procurement system can directly as well as have beneficial influence on the total economic condition of a nation. This plays an imperative function of ethically warranting that standards are kept in public procurement processes. Many nations procurement of services, goods as well as works required by departments of government consumes a substantial part of government spending (Wittig, 1999).



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Research methodology is an essential aspect of any research and entails the data in the actual study. This section addresses issues relevant to the methods employed in order to achieve the objectives of the research and the overall aim of the topic. The full picture underpinning the choice of the sampling methods, data collection instruments and tools are addressed.

3.2 RESEARCH DESIGN

According to Hakim (2000), explains the design of research as a technical strategy employed by the investigator to validly, objectively, precisely and economically address questions. The study will adopt a descriptive design and underlines on excellence in the gathering as well as the data analysis. Sogakope District Hospital is chosen grounded on suitability, convenience as well as the disposition of the organization to partake in the research study.

3.3 SAMPLING DESIGN

A sample size forty (40) which include, management team, Sectional Heads as well as Staff in procurement and supply chain management were purposively selected. This sampling technique provided the researcher the chance to directly involve the sample respondents in the procurement activities.

3.4 DATA COLLECTION INSTRUMENTS

A survey questionnaire as well as interview were employed in the gathering of data. Questionnaire was employed as a guide for the interview data gathering. This research engaged primary data source. The purpose underlying this survey is to gather information that can be examined to enhance inference, and aid the researcher to acquire the needed information.

3.5 DATA ANALYSIS

The study utilized qualitative and quantitative methods in analyzing data. Qualitative research strategy is used in eliciting insights and understanding about the world based on the perception of people (Fellows and Liu, 2008). Certainly, Naoum (1998) reveals that qualitative approach to research is 'subjective' in nature which emphasizes meanings, experiences, descriptions and more. Moreover, the data obtained through qualitative approach comprises detailed descriptions of people, events, situations, or observed behaviour, making it useful when there is limited amount of knowledge about the topic (Polit and Hungler, 2001; Naoum, 1998).

Appropriate to the quantitative research approach, effort is made to gather factual data, study relationships between facts and ascertain how such facts and relationships match with theories and the findings of any research conducted earlier (Fellows and Liu, 2008). Again, it is worth of noting that data obtained through quantitative approach is numerical, making it "objective" in nature (Polit and Hungler, 2001). Descriptive statistics like percentages, tables, as well as frequencies was used in the presentation of the analysis of the data. Further, prose form was employed to represent qualitative data.

The study utilized content analysis to determine as well as define institutional, individual, group together with social attention (Webber, 1990).

3.6 SAMPLE SELECTION, SIZE AND TECHNIQUE

According to Bryman (2012), sample is the segment and subset of the whole population chosen for the investigation. A sample is selected in cases where it is impossible to collect data from the entire population. The researcher will use nonprobability sampling technique which is purposive sampling for the selection of public procurement and supply officers and other staff who are involved in procurement activities in Sogakope District Hospital. Professional judgmental sampling is important especially when data is obtained only from a specific group of people who have the knowledge or expertise in the field of study.

3.7 DATA ANALYSIS AND PROCESSING

Subsequently collecting all the questionnaires completed from the respondents, the completed questionnaires were edited to ensure completeness, consistency and readability. Once the data had been checked, they were arranged in a format that enabled easy analysis. The retrieved questionnaires were aggregated into larger units and were processed and entered into the Statistical Packages for Social Sciences (SPSS version 21). The SPSS software was employed to organize the survey findings and to cross-tabulate the relationships between the variables. To elucidate the discussion in this discipline, the data obtained was presented graphically and in tabular form. Information involving the background of respondents are presented in pie charts and bar graphs.

Successively, the results are analyzed statistically using Relative Importance Index (RII), standard deviation and the mean score ranking. The RII value indicates the relative significance or importance of one factor compared to other variables in the same category. The RII is calculated using the formula:

$$\text{Relative Importance Index (RII)} = (\sum W)/AN$$

Where, W = weights given to each factor by the respondents and ranges from 1 to 5, where '1' is very low and '5' is very high.

A = the highest weight (i.e. 5 in this study)

N = the total number of respondents

Mean Score Ranking (MSR) was also used to compare sample mean to the known population.

3.7 ETHICAL CONSIDERATIONS

Since the study needs human respondent's participation, precisely public procurement suppliers and professionals, which convinced ethical matters were considered. Ethical considerations of these matters are essential for warranting the confidentiality and respondents safety. The important ethical issues considered in the research process, contain the confidentiality and consent. Securing the chosen respondents consent, all relevant details of the study, as well as its objectives and aim were considered. By clearing up these relevant details, the respondents were able to recognize the significant of their purpose in the accomplishment of the study. Respondents' confidentiality was taken into consideration by not disclosing their personal information.

CHAPTER FOUR

RESULTS AND ANALYSIS OF THE STUDY

4.1 INTRODUCTION

The gathered data is shown in this section together with the results as well as discussion of the study. The outcomes are shown grounded on the order of the elicited information. Collection of data for this study was centered on Sogakope District Hospital. The section reveals the data as well as the interpretation processes. Subsequently collecting all the questionnaires completed by the respondents, the data was then organized and entered into the computer for data analysis by using the Statistical Package for Social Sciences (SPSS). Descriptive statistics (frequencies and percentages), Relative Important Index (RII), standard deviation and Mean Score Ranking were adopted for the analysis.

4.2 DEMOGRAPHIC FEATURES

Table 4.1 Biographical Detail of Respondents

ATTRIBUTES	NUMBER	FREQUENCY	PERCENTAGE (%)
Gender	25		
Male		17	68
Female		8	32
Age Group	25		
18-23 years		2	8
24-29 years		1	4
30-35 years		12	48
36-41 years		5	20
42-65 years		5	20
Non-Response		0	0
Level of Education	25		
Diploma		7	28

Degree	16	64
Masters	2	8
Position	25	
Senior Level	19	76
Junior Level	6	24
Working Experience	25	
Less Than 8 years	2	8
2-4 years	4	16
4-8years	6	24
More than Eight years	13	52
Department you work	25	
Strategic/Planning/Finance	2	8
Procurement & Supply	3	12
Corporate/Administration	6	24
Other: Eye Unit, Theatre, ART Center, Lab., Dental, Nursing, Out Patient Dept.	14	56

Source: Field Survey, (2016)

From table 4.1 respondent's data show that from the 25 respondents surveyed there were 17 males representing 68% and the female counterpart were 8 representing 32%. It shows that males were more than the females. Given the bigger difference in the numbers, one can say that majority of the respondents were made of males in terms of gender. It can be seen from Table 1 that, among the age group, majority of the respondents were within the age range of 30 to 35 which stood 12 representing 48% of the respondents, 36 to 41 had 5 representing 20% of respondents while 5 respondents representing 20% were also within the ages of 36- to 41. The age range of 18 to 23 was

2 representing 8 % and 24 to 29 were 1 representing 4%. This is the fact that more middle age made up of youth answered the questionnaires and provide exactly what is on the ground concerning ethical procurement practices at Sogakope District Hospital. Also from Table 1 above concerning the respondent's level of education, 16 of the respondents representing 64% have obtained First Degree whiles

(7) of the respondent representing 28% has Diploma qualification and 2 of the respondents representing 8% have obtained Master's Degree, this means that all the respondents have a higher tertiary education. Also, when it comes to position held in their various department 19 of the respondents representing 76% are all senior management level whiles (6) three of the respondent representing 24% were junior level. This is the indicative that majority respondents were made as of senior management that has enough experiences to response to questions. From the above table 1, looking at the respondents working experience, thirteen (13) of the respondents representing 52% has more than 8 years working experience, six (6) respondents representing 24% has 4-8 years working experience, four (4) respondents representing 16% has 2-4 years working experience and two (2) respondents representing 8% has less than 2years working experience. One can prove from the above table that majority respondents have more working experiences. From the above bio data on respondents' department that they work, out of 25 respondents, 2 of the respondents representing 8% are from strategic planning and finance, (3) one of the respondent representing 12% from procurement and supply department, six (6) of the respondents representing 24% from corporate administration department and nineteen (14) of the respondents representing 56% where from other departments such as Eye Unit, Theatre, ART Center, Lab., Dental, Nursing, Out Patient Dept. etc. One can say that majority of the

respondents are from other departments. This means that majority of the respondents are not from Procurement and Supply department.

Table 4.2: The Level of Awareness of Ethical Procurement Practices

N o.	THE LEVEL OF AWARENESS OF ETHICAL PROCUREMENT PRACTICES	MEAN	RII	RANKING
1	Awareness of the PPA (Act 663) in relation to ethical procurement practices	4.320	0.86 4	2 nd
2	Guidelines that support procurement process on procurement ethics from the MOH/GHS	4.480	0.89 6	1 st
3	Knowledge on procurement rules and regulations	4.280	0.85 6	3 rd
4	Corrupt practices in procurement activities in your organization	2.640	0.52 8	6 th
5	Any instances where the tendering processes initiated have to be cancelled	3.240	0.64 8	4 th
6	In-service training on procurement ethical issues	3.040	0.60 8	5 th

Source: Field Survey, (2016)

The Table 4.2 indicates the response of the respondents to extent which they agreed with the statement on the Level of Awareness of Ethical Procurement Practices at Sogakope District Hospital. A five point likert scale was used to interpret the respondent's views on the issues. According to the scale those issues that were strongly disagreed were awarded 1 while those which were strongly agreed were also awarded 5. Furthermore, the rest are 2 for disagree, 3 for not sure and 4 for agree. Mean and Relative Important Index (RII) were used to analyze the data. According to the study, the factors with a mean close to 4.5 were rated as to have strongly agreed, while those with a mean close to 3.0 were rated to a strongly disagreed or even not considered at all. On the other hand, the higher Relative Important Index (RII), the higher the level of disagreement among the respondents. From the findings, majority of the respondents strongly agreed that 'guidelines that support procurement process on procurement

ethics from the MOH/GHS’ ‘awareness of the PPA (Act 663) in relation to ethical procurement practices’ ‘knowledge on procurement rules and regulations’ helps in the implementation of ethical procurement practices at Sogakope District Hospital as indicated by a mean of 4.480, 4.320 and 4.280 respectively. The respondents further strongly disagreed that instances where the tendering processes initiated have to be cancelled, ‘in-service training on procurement ethical issues’ and ‘corrupt practices in procurement activities in the organization’ at Sogakope District Hospital as it was indicated with mean of 3.240, 3.040 and 2.640 respectively. Hence ‘corrupt practices in procurement activities in the organization’ was the least level of awareness of ethical procurement practices according to the respondents.

Table 4.3: Compliance Issues Affecting Implementation of Ethical Procurement Practices at Sogakope District Hospital

No.		Min. Stats	Max. Stats	Mean Stats	Std. Error	Std. Deviation
1	Organizations level of compliance 1 with PPA and Disposal Regulations (Act 663) on ethical issues	5	5	3.64	0.251	1.254
2	Does the firm prepares or implement procurement plans annually	3	5	4.44	0.142	0.712
3	Organizations level of compliance on 1 stores management practices	1	5	4.00	0.231	1.155
4	Percentage of certified ISO suppliers 1	1	5	3.12	0.233	1.166
5	How often are delivered goods 1 rejected due to non-conformity to specifications annually	1	5	3.40	0.289	1.443
6	How often does suppliers fail to 2 honour issued orders annually	2	5	3.24	0.176	0.879
7	Public procurement manual as a 3 guide for ethical procurement practices	3	5	4.36	0.162	0.810
8	Level of transparency and 3 accountability of procurement funds	3	5	4.00	0.173	0.866

Source: Field Survey, (2016)

The study sought the extent to which Compliance Issues Affects Implementation of Ethical Procurement Practices at Sogakope District Hospital. From the findings as presented in Table 4.3, majority of the respondents strongly agreed that 'hospital prepares or implement procurement plans annually' 'Public procurement manual as a guide for ethical procurement practices' and organization complied with stores management practices, organization compliance with PPA and Disposal Regulations (Act 663) on ethical issues as indicated by a mean of 4.44, 4.36, 4.00 and 3.64 respectively. The study also found that most respondents strongly disagreed that delivered goods rejected due to non-conformity to specifications annually, suppliers fail to honour issued orders annually and Public procurement manual as a guide for ethical procurement practices as indicated by a mean 3.40, 3.24, and 3.12 respectively.

Table 4.4: Ethical Practices

No.		Minimum	Maximum	Mean	Std. Deviation
1	Equal treatment to all suppliers	1	5	4.32	1.215
2	Same evaluation criteria in evaluating all responsive bids	3	5	4.56	0.712
3	Unbiased and clear specifications	3	5	4.40	0.764
4	Procurement unit confidentiality of information provided by bidders	1	5	4.00	1.155
5	Non development of impartial procurement evaluation criteria	1	5	3.64	1.075
6	Collusion of suppliers and buyers to defraud the buyers' employer	1	4	2.08	1.152
7	Procurement of environmentally friendly services and/or products	2	5	4.08	0.812

Source: Field Survey, (2016)

The respondents were requested to indicate the extent of ethical practices at Sogakope District Hospital. From the findings as indicated in Table 4.4, majority of the respondents strongly agreed that, the same evaluation criteria in evaluating all responsive bids, unbiased and clear specifications, equal treatment to all suppliers, confidential information in respect tendering and evaluation are kept by procurement unit and procurement of environmentally friendly services and/or products as indicated by a mean of 4.56, 4.40, 4.32, 4.00 and 3.64 respectively. The study further found that other respondents strongly disagreed with the statement that collusion of suppliers and buyers to defraud the buyers' or employer at Sogakope District Hospital as indicated by a mean of 2.08.

Table 4.5: Ethical Procurement Challenges

No.		Minimum	Maximum	Mean	Std. Deviation
1	Inadequate/low pay contributing to unethical practices in procurement regulations	1	5	2.92	1.552
2	Unethical practices of bidders and tenderers contributes to non-compliance to ethical procurement practices	1	5	2.64	1.254
3	Lack of procurement code of ethics	1	5	2.52	1.194
4	Lack of an effective and sound regulatory framework	1	5	2.80	1.258
5	Resistance to change	1	5	2.92	1.320
6	Inadequate training programmes on ethical procurement practices	1	5	3.28	1.400

Source: Field Survey, (2016)

The respondents were requested to indicate the extent of ethical procurement challenges at the Sogakope District Hospital. From the above Table 4.5 it was found that, majority of the respondents strongly agreed that ‘resistance to change’ ‘inadequate/low pay contributing to unethical practices in procurement regulations’ ‘unethical practices of bidders and tenderers contributes to non-compliance to ethical procurement practices’ lack of procurement code of ethics, lack of an effective and sound regulatory framework are the challenges faced by Sogakope district Hospital as indicated by the following means 2.92, 2.64, 2.52, 2.80 respectively. The study found that most of the respondents agreed Resistance to change Inadequate training programmes on ethical procurement practices, Inadequate training of staff on ethical code, lack of Supplier/Contractor Equal Opportunity and delays in timely payment Supplier/Contractor are the major ethical procurement challenges faced by Sogakope District Hospital.



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This section provides the insights of the results of the study. The results are delineated in direct response to the researcher definite objectives. Recommendations were made available to advance the performance of ethical procurement practices in Sogakope district hospital.

5.2 SUMMARY OF THE FINDINGS

In order to achieve the overall aim of the study the following findings were made. In order to arrive at study final conclusions, it is important that, a detailed comparisons of the findings obtained from the research study are done against the objectives that were set by the researcher. The aim of the study was to assess ethical procurement practices in Sogakope district hospital. The following objectives were set out by the researcher in chapter one of the studies:

- 1.To identify the level of awareness of ethical procurement practices at Sogakope District Hospital;
- 2.To identify the compliance level of ethical procurement practices at Sogakope District Hospital; and
- 3.To identify the challenges faced in the implementation of ethical procurement practices at Sogakope District Hospital.

5.2.1 To identify the level of awareness of ethical procurement practices at Sogakope District Hospital

To assess the level of awareness of ethical procurement practices at Sogakope District Hospital, these areas of ethical procurement were considered: Awareness of the PPA (Act 663) and how it's related to procurement activities on ethical procurement practices, guidelines that support the procurement process on procurement ethics from the MOH/GHS, knowledge on procurement rules and regulations contribute to compliance with Act 663 in relation to public procurement ethical conducts, any corrupt practices in the procurement activities in your organization, any instances where the tendering processes initiated have to be cancelled and do you undergo inservice training on procurement ethical issues?

It was identified that the Sogakope District Hospital has very efficient team who are aware of the PPA (Act 663), guidelines of MOH/GHS that support ethical conducts, awareness of rules and regulations concerning ethical conducts, not aware of any corrupt practices in the procurement activities in your organization, there are some instances tendering processes initiated have to be cancelled and staff in-service training on procurement ethical issues are very limited.

5.2.2 To identify the compliance level of ethical procurement practices at Sogakope District Hospital.

Below are some of the compliance levels identified:

- a) Compliance with Public Procurement Act and Disposal Regulations (Act 663) on ethical issues;
- b) Compliance on stores management practices;

c) Compliance with Public Procurement manual as a guide for their ethical procurement practices; and

d) Compliance with transparency and accountability of procurement funds?

1. It was identified that the Sogakope District Hospital complied with Public Procurement Act and Disposal Regulations (Act 663) on ethical issues;
2. Sogakope District Hospital complied with stores management practices;
3. Sogakope District Hospital has in place Public Procurement manual as a guide for their ethical guidelines; and
4. Majority of the respondents are the view that there is transparency and accountability of procurement funds at Sogakope District Hospital.

5.2.3 Objective three: to identify the challenges faced in the implementation of ethical procurement practices at Sogakope District Hospital.

Below are some of the challenges faced in the implementation of ethical procurement practices:

- a) Inadequate training Programmes on ethical procurement practice is a challenge to procurement practitioners at Sogakope District Hospital;
- b) Inadequate training of staff on ethical code;
- c) Lack of Supplier/Contractor Equal Opportunity; and
- d) Delays in timely payment Supplier/Contractor.

5.3 CONCLUSION

Based on the above discussion, the following conclusions were drawn:

1. The ethical procurement practices in Sogakope District Hospital are effective and efficient and it has very competent and professional personnel in charge of procurement activities;
2. Majority of the staff are aware of Public Procurement Act (Act 663) and its implementation at Sogakope District Hospital;
3. There are guidelines that support the procurement process on procurement ethics from the MOH/GHS; and
4. Inadequate training Programmes on ethical procurement practice at Sogakope District Hospital.

5.3.1 Some of the challenges facing Sogakope district hospital are:

1. Inadequate training Programmes on ethical procurement practice is a challenge to procurement practitioners at Sogakope District Hospital;
2. Inadequate training of staff on ethical code;
3. Lack of Supplier/Contractor Equal Opportunity; and
4. Delays in timely payment Supplier/Contractor.

5.4 RECOMMENDATIONS

In assessment of the above discussions, results as well as the conclusions, the following recommendations are provided by the researcher:

1. Practicing procurement professionals, without procurement qualifications, should follow medium/long term courses in procurement in a formal educational system to advance a career as well as improve their expertise;
2. Regular training Programmes for procurement practitioners on ethical practices;
3. The research study identified delays in payment of suppliers and contractors as

impediment against the function of the procurement activities. This has potential of delaying supplies, projects, causing customer dissatisfaction. It is recommended that management of Sogakope District Hospital should avoid the delay of payment to suppliers in order to discourage unethical procurement practices; and

4. Suppliers and contractors should be given equal treatment before and after procurement processes without any discrimination to avoid unethical procurement practices.

5.5 LIMITATIONS OF THE STUDY

1. Researcher inability to retrieve all questionnaires administered from respondents at Sogakope District Hospital;
2. Difficulty to get enough information to complete the project work on time; and
3. The study was limited in scope by its budget and time line. It was not possible for the researcher to cover all District Hospitals in Ghana due to limited resources and time.

5.6 FURTHER STUDIES

Since the study was limited to only Sogakope District Hospital and cannot draw a final conclusion for all the District Hospitals, the researchers therefore, throw a challenge to all up and incoming MSc. Procurement Management students to assess other District Hospitals in Ghana on ethical procurement practices in order to draw some final conclusions.

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APPENDIX

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY DEPARTMENT OF BUILDING TECHNOLOGY



QUESTIONNAIRE

TOPIC:

AN ASSESSMENT OF ETHICAL PROCUREMENT PRACTICES IN THE HEALTH SECTOR: A CASE STUDY OF SOGAKOPE DISTRICT HOSPITAL.

Respondents' Assurance

My name is **SYLVESTER ANKU SELORM** and I am a student in Kwame Nkrumah University of Science and Technology Studying Master of Science in Procurement Management. The purpose of this questionnaire is to collect data for the research study entitled “ An Assessment of Ethical Procurement Practices in the Health Sector: A Case Study of **Sogakope District Hospital**. More importantly, the study is required for the partial fulfillment of MSc in Public Procurement Management. So, your cooperation in responding to the questionnaire is crucial for the completion of the project work. Any information given will be strictly confidential and used only for academic purpose .

SECTION A: DEMOGRAPHIC DATA OF RESPONDENT

1) Gender: Male ☐ Female ☐ 2)

Age Group:

18-23yrs ☐ 24-29yrs ☐ 30-35yrs ☐ 36-41yrs ☐ 42-65yrs ☐ 3)

Level of Education and your area of specialization:

Diploma ☐

Degree ☐

Master's ☐

Others,
Specify.....
....

4) What is your position in the office?

.....
.....

5) How many years of working experiences do you have in your establishment?)

a) Less than 2 years [] b) 2-4 years [] c) 4-8 years [] d) More than 8 years []

6) Which department are you?

Strategic Planning and Finance []

Procurement and Supply []

Corporate Service and Administration []

Pharmacy Department []

Others, (Please, Specify)

SECTION B: EVALUATION OF ETHICAL PROCUREMENT PRACTICES

7) To what extent is the awareness level of ethical procurement practices at Sogakope District

Hospital? Please answer by ticking [] the corresponding boxes provided.

1- Strongly disagree, 2-Disagree, 3- Not Sure, 4- Agree, 5- Strongly Agree

THE LEVEL OF AWARENESS OF ETHICAL PROCUREMENT PRACTICES	Level of Agreement				
	1	2	3	4	5
I am aware of the PPA (Act 663) and how it's related to procurement activities on ethical procurement practices.					
There are guidelines that support the procurement process on procurement ethics from the MOH/GHS.					
Knowledge on procurement rules and regulations contribute to compliance with Act 663 in relation to public procurement ethical conducts.					

Do you think there is any corrupt practices in the procurement activities in you organization					
Are there any instances where the tendering processes initiated have to be cancelled?					

Do you undergo in-service training on procurement ethical issues					
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8) To what extent compliance level has on the ethical procurement practices in Sogakope District Hospital. Please answer by ticking [] the corresponding boxes provided.

1- Strongly disagree, 2-Disagree, 3- Not Sure, 4- Agree, 5- Strongly Agree

COMPLIANCE ISSUES AFFECTING IMPLEMENTATION OF ETHICAL PROCUREMENT PRACTICES AT SOGAKOPE DISTRICT HOSPITAL.	Level of Agreement				
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	1	2	3	4	5
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What is the organizations level of compliance with Public Procurement Act and Disposal Regulations (Act 663) on ethical issues.					
Does the firm prepare or implement procurement plans annually.					

What is your organizations level of compliance on stores management practices.					
What percentage of your suppliers are ISO certified					
How often annually are delivered goods rejected due to non-conformity to specifications					
How often annually do your suppliers fail to honour the orders issued					
Does your organisation have in place Public Procurement manual as a guide for their ethical procurement practices?					
What is the level of Transparency and accountability of procurement funds					

9) Assessment of General Ethical Practices of Public Procurement/Supply Chain Officers at Sogakope District Hospital? Please answer by ticking [] the corresponding boxes provided

1-Strongly disagree, 2-Disagree, 3- Not Sure, 4- Agree, 5- Strongly Agree

ETHICAL PRACTICES	Level of Agreement				
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	1	2	3	4	5
I do Equal treatment to all suppliers					
I employ the same evaluation criteria in evaluating all responsive bids					

I prepare Specifications unbiased and clear					
Information provided by bidders in response to an invitation to bid is kept confidential by the procurement unit					
I Don't develop impartial procurement evaluation criteria					
Suppliers and buyers work together to defraud the buyer's employer (Collusion)					
Do you procure environmentally friendly services or products?					

10) To what extent is the challenges faced in the implementation of ethical procurement practices at Sogakope District Hospital? Please answer by ticking [] the corresponding boxes provided.

1- Strongly disagree, 2-Disagree, 3- Not Sure, 4- Agree, 5- Strongly Agree

ETHICAL PROCUREMENT CHALLENGES	Level of Agreement				
	1	2	3	4	5
Inadequate/low pay has contributed to unethical practices and non-compliance in procurement regulations.					
The unethical practices of bidders and tenderers contribute to non-compliance to ethical procurement practices.					
Lack of procurement code of ethics.					
Lack of an effective and sound regulatory framework					
Resistance to change					
Inadequate training Programmes on ethical procurement practices					

11) In your own opinion, what are some of the measures will you put in place to address the challenges affecting the implementation effective ethical procurement practices in Sogakope District Hospital.

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12) Any further comments on ethical issues, kindly indicate them below.

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THANK YOU.

