

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI,
GHANA**

**Assessing the effect of Procurement Planning on Service Delivery in the Kumasi
Metropolitan Assembly (KMA)**

by

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MASTER OF SCIENCE

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DECLARATION

I hereby declare that this submission is my own work and that; to the best of my knowledge and belief, it contains no materials previously published or written by another person nor material which to a substantial extent has been accepted for the award of any other degree or diploma in Kwame Nkrumah University of Science and Technology, Kumasi or in any other educational institution, except where due acknowledgement has been made in the thesis..

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ABSTRACT

Procurement planning has been a primary function of procurement which has the possibility to contribute to the accomplishment of local governments operation in improving service delivery. It sets in motion the whole acquirement and procurement process of local governments. Notwithstanding this importance, very little research has been done to scrutinize the magnitude to which efforts in procurement planning can contribute to effective local governance. Local government authorities, being among the public service institutions, have the responsibility to ensure that procurement planning achieves what it intends for national development programmes and specifically, the procurement activities. It is therefore important for the public organizations to approach the procurement planning as critical success factor for the organizational success and for the value for money in the whole procurement process. The aim of this research was to assess the effect of procurement planning on service delivery within the Kumasi Metropolitan Assembly. In order to achieve the aim and objectives of this study, the purposive sampling technique was used. In all questionnaires were administered to 62 workers at the Kumasi Metropolitan Assembly. The research reviewed procurement planning influences on service delivery to a greater extent, as it can determine the cost and accessibility of a service. The major importance of procurement planning that was established in the study were; procurement planning ensures efficient and effective delivery of a service. The study also reviewed the challenges faced in dealing with procurement planning. It is difficult for the workers to adapt to new and changing procurement methods. The assembly does not have adequate personnel with the requisite knowledge and skills in dealing with procurement issues. Based on these challenges, some recommendations were suggested to help minimize procurement planning challenges. The Assembly should provide in service training to build the capacity of workers in dealing with procurement planning.

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DEDICATION

I dedicate this thesis to the Almighty God and my lovely mother Mrs. Esther Amankwah.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF STUDY

Scarcity of resources has always required a judicious use of resources in order to promote efficiency and avoid wastage. The levels of corruption that institutions face are mostly influenced by the procurement processes (Agaba and Shipman, 2007). Due to this, the procuring of goods and services has to be efficient and value for money oriented. Procurement has to make scarce resources that are scarce to be channeled in to the right direction in order to reduce misappropriation and enhance judicious use of resources. Procurement planning is the process used by companies or public institutions to plan purchasing activity for a specific period of time. This is commonly completed during the budgeting process (Agaba and Shipman, 2007). Procurement planning has been a primary function of procurement which have the possibility to contribute to the accomplishment of local governments operation in improving service delivery (Basheka, 2016). It sets in motion the whole acquirement and procurement process of local governments. Notwithstanding this importance, very few research has been done to scrutinize the magnitude to which efforts in procurement planning can contribute to effective local governance (Basheka, 2016). During the late 1990s' the catastrophe of the prevailing procurement systems to manage with the increase in government procurement necessities and also to deliver value for money had become commonly accepted in both government and private agencies (Economic Commission of Africa, 2003). Numerous developing countries have gradually realized that a well-organized procurement system contributes to good governance, by increasing confidence that public funds are well spent (Jonathan, 2012). The relevancy that acquisition reforms have in countries setting are often genuine focused on its scale and half in terms of service delivery, the amount of cash wasted by existing practices, half-length

competition, higher costs due to market discernments of risk, as well as the confirmed ability of some countries to capture huge investments through intensive efforts to bolster their acquisition functions (Jonathan, 2012). Procurement planning aims to promote efficiency and achieve greater value for money by putting the necessary structures in place to ensure an efficient process. The level of development of a community is dependent on the level of delivery of services within the defined jurisdiction. Service delivery shows how efficient an institution is to its clients. Clients are satisfied when the degree of service delivery an institution provides meets their needs and desires. A good service delivery attracts more clients for a company and at the end of the day helps in profit maximization. A good service delivery promotes trust and ensures a good relationship between an institution and its clients. It behooves on institutions to place premium on their service delivery in order to provide the needs of their clients.

Service Delivery has become an important purpose establishing the link between local governments and residents. Over previous decades, apprehensions that residents and customers have become more and more vital to the approach governments assumes and act (Vereniging van Nederlandse Gemeenten International, 2007). Service delivery is an assessment of the performance of institutions. The private or public sector is measured by the level of service they are able to supply to the general public. The level of patronage of the goods and services is highly influenced by the service delivery. A good service delivery saves the time and money of its consumers. It helps consumers to have value for their money and give them satisfaction for their investment. On the other hand, it is a condition for the good image of governments, especially when it is affordable and quality (Vereniging van Nederlandse Gemeenten International, 2007). Resources are scarce and just as institutions use a procurement policy to

enhance the achievement of a value for money, likewise do customers also assess the service delivery of an institution before they make do business with them.

1.2 PROBLEM STATEMENT

The Kumasi Metropolitan Assembly (KMA) like any other District Assembly is mandated to carry out administrative, political and planning roles to bring about development in Kumasi (Local Government Act, 2016). This means that, KMA has the authority and responsibility in developing plans and implementing projects and programmes for Kumasi metropolis. This makes the core mandate of the Assembly to provide services to the people of Kumasi.

Public procurement has been increasingly known as an effective tool in service delivery in most developing countries (Basheka and Bisangabasaija, 2010). By understanding the steps involved with procurement, it is possible to get better understanding of real cost involved with attaining any goods and services (Bolton, 2006).

Local government authorities, being among the public service institutions, have the responsibility to ensure that procurement planning achieves what it intends for national development programmes and specifically, the procurement activities. It is therefore important for the public organizations to approach the procurement planning as critical success factor for the organizational success and for the value for money in the whole procurement process (Lewis and Roehrich, 2009). Notwithstanding such warmth for adhering to procurement planning as well as putting in place the policy and legal framework guiding it, most of the public institutions, especially the local government authorities fail to follow the fundamentals of procurement plans (Bolton, 2006). Poor public procurement planning has affected and continued to have an impact on quality of service delivery within the local government institutions (Agaba and Shipman, 2007).

Ineffective planning coming up within government supported procurements has led to weaknesses within the advertisement of tenders, non-compliance of contract award procedures and weak complaints and body review method, this study aims at assessing procurement planning on service delivery in Local government authorities particularly the Kumasi Metropolitan Assembly.

1.3 RESEARCH QUESTIONS

In order to complete this study, these questions have to be answered:

1. To what extent does procurement planning affect service delivery in KMA?
2. How important is procurement planning to achieve effective and efficient service delivery in KMA?
3. What are the challenges KMA face in procurement planning?

1.4 RESEARCH AIM AND OBJECTIVES

1.4.1 Aim

The aim of this study is to assess the effect of procurement planning on service delivery of the Kumasi Metropolitan Assembly (KMA).

1.4.2 Research Objectives

The realization of these specific objectives will help in achieving the aim of this study and will also provide answers to the research questions. The specific objectives of this research are;

1. To assess the effect of procurement planning on service delivery in KMA;
2. To identify the importance of procurement planning towards the achievement of effective and efficient service delivery in KMA; and
3. To identify the challenges in procurement planning in KMA

1.5 SCOPE

Geographically the study is within the Kumasi Metropolis which is bounded to the North by Tafo Municipality and to the South by Asokwa Municipality, to the East by Oforikrom Municipality and to the West by Kwadaso Municipality. The capital of the metropolis is Kumasi which is about 270km north of Accra, the capital of Ghana. The actual location of the research is the Kumasi Metropolitan Assembly, the actors to be engaged in this research includes:

1. Procurement Unit
2. Works Department
3. Planning Unit
4. Finance Department
5. Budget and Ratings Department

The procurement unit ensures the acquisition of tender by contractors and also the acquisition of goods and services by the Assembly. The works department supervises all physical projects of the Assembly. The planning unit prepares the medium-term and annual action plans of the Assembly, and also sees to it that these plans are implemented, whiles the budget department prepares the expenditure for implementing these plans and any other developmental activity of the Assembly. The finance department manages the money of the Assembly; this includes controlling, accounting and organizing the Assembly's finances.

1.6 METHODOLOGY

1.6.1 Quantitative Method

The quantitative research method would be used, since the data used will be based on the response from the actors that will be interviewed and also from literature.

1.6.2 Structured Questionnaire

This involves the collection of primary data for undertaken this study. A set of questionnaires will be administered to the target group of this research in order to obtain the data needed to complete this study.

1.6.3 Target Respondents

The targeted respondents for this research are the workers of the Kumasi Metropolitan Assembly specifically the:

1. Procurement Unit
2. Works Department
3. Planning Unit
4. Finance Department
5. Budget and Ratings Department

1.6.4 Purposive Sampling

Purposive selection technique refers to a method wherever participants square measure hand-picked as a result of they meet criteria that are planned by the man of science as important for addressing the analysis demand (Given, 2008). The sampling method will be used as it best fit for this study.

1.6.5 Tools for Analysis

The coding and screening of data will carried out using the Statistical Package for Social Sciences (SPSS). Data coding is very necessary in data analysis since it identifies the potential events, features, behaviors, patterns or steps and differentiating between the variables with labels. Data coding is done after data editing, this makes the data analysis easy since it arranges data into different categories. Analytical tools such as the correlation analysis and the mean score were used.

1.7 SIGNIFICANCE OF STUDY

This study will help the Kumasi Metropolitan Assembly in performing its core mandate which is to provide adequate services in the most effective and efficient way, as it will help the Assembly to know its short comings when it comes to procurement planning. This will also give citizen a sense of ownership and trust in KMA as they can depend on them for the provision of basic social amenities and other developmental projects.

Improving service delivery will help in the attainment of six Sustainable development goals, which are:

1. (3): Safeguard healthy survival and encourage well-being for all in any respect ages.
2. (4): Guarantee comprehensive and reasonable eminent education and stimulate lifetime learning chances for everyone.
3. (6): Safeguard accessibility and justifiable supervision of water and cleanliness for everyone.
4. (7): Safeguard access towards reasonable, dependable, sustainable and current energy to all.
5. (8): Encourage sustained, comprehensive and supportable fiscal growth, complete and industrious job and well-motivated work to all.
6. (10): Decrease disparity inside and between countries.

The findings of this research will help all MMDAs in understanding the importance of procurement planning and how it should inform their decisions on service delivery.

1.8 STRUCTURE OF REPORT

This research report will be in five chapters, the first chapter will be the general introduction, and the chapter two which is literature review, talks about the various concepts that will be used in this study. Chapter three will entail the research methodology and the profile of the study area. The presentation and analysis of data will be done in the chapter four. The chapter five which is the last chapter will talk about the suggested recommendation and conclusion of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

In this chapter the various terminologies and concepts that will be used in this research are clearly defined. The relationship between service delivery and procurement planning is established. Literature review is necessary as it helps to understand the concepts that are used in this research and makes the study easier.

2.2 DEFINITION OF TERMS AND CONCEPTS

For the purpose of this study terms like planning, procurement, service and procurement planning have to be defined. The understanding of these terms will aid in the completion of this research.

2.2.1 Procurement

Procurement is a business management function that ensures the identification, sourcing, access and management of the external resources that an organization needs or may need to fulfill its strategic objectives (CIPS Australia, 2011).

“Procurement applies the science and art of external resource and supply management through a body of knowledge interpreted by competent practitioners and professionals” (Basheka, 2016).

According to Jonathan (2012), procurement can be defined as the action of obtaining or procuring something.

From the above definitions, procurement is an act of acquiring resources either a good or a service that are needed by an organization in performing its duties.

2.2.2 Planning

Planning involves the setting of objectives and developing alternative course of action in achieving these objectives (Gail Limited, 2008). Objectives provide a path for all managerial

decisions and actions. Planning on the other hand provides a coherent approach for accomplishing set objectives (Gail Limited, 2008).

“Planning is a complex form of symbolic action that consists of consciously preconceiving a sequence of actions that will be sufficient for achieving a goal. It is set apart from undeliberated action, which is not preconceived. "Plan construction" refers to the process by which plans are formulated and "plan execution" to the process by which plans are carried out” (Pea, 2004).

Planning is a continuous effort of using scarce resources in solving numerous problems facing mankind in order to achieve set goals and targets. Planning entails the formulation of plans, objectives and strategies in solving developmental problems. When planning, a person has to take into consideration the resources available, time and the target group.

2.2.3 Service

A service is a very straightforward task provided or performed correctly (Farrel and Associates , 2002). A good service definition should contain complete, concise and clear information about the service, how it benefits the customer, what will be delivered how it will be delivered (Farrel and Associates , 2002).

2.2.4 Procurement Planning

The definition of procurement planning is not limited as it combines two concepts that is procurement and planning. Many authors have different definitions for the concept of procurement planning.

Procurement planning is the process of determining the procurement needs and the timing of their acquisition and funding such that the entire operations are met as required in an efficient way (Baily, 2008).

Procurement planning is the purchasing function plan through which an organization obtains products and services from external suppliers (Economic Commission of Africa, 2003). A good procurement plan should be able to drive one stage more by unfolding the progression of appointing certain contractors contractually. Whether you are undertaking a developmental initiative procurement or structure procurement designing exercise, the stages should be similar (Economic Commission of Africa, 2003).

According to (Wheel, 2005), the process of identifying and determining the procurement needs as well as the timing of their purchase and funding in such a way that the entire operations are met as essential in an effective way.

Procurement planning therefore means identifying what needs to be procured, how it should be procured, when it should be procured and the amount to be paid for it. That is the scope of goods service or work, methods that need to be used and the timing is very critical in procurement planning.

Procurement planning therefore defines the need, estimates the cost or actual costs through current supply arrangements and evaluates timeframes for delivery. This is done through accurate need assessment, followed by selection of potential service providers through market assessment, complexity of purchase is well-defined, availability of goods and services, capability of suppliers, availability of alternatives, number of suppliers and scope of contract (Baily, 2008).

(Procurement Policy Manual, 2009), effective preparation of procurements initiates diverse predictable outcomes that are altered from commerce for example; decrease within the variety of overall contract awards, understanding and handling total value of possession, additional buying choices that's obtain versus lease, data-driven call creating, increased risk mitigation previous to award, additional documentation of prospects wherever suppliers will add price, increased interactions with providers that leads to enhanced service delivery.

Operative procurement arrangement is a significant path in the direction of safeguarding the precise amenity to be distributed to clients, and similarly exploiting the extent of service delivery that can be realized. Also procurement plans help Procuring entities in achieving extreme worth for expenses on amenities which are distributed then allows all procurement bodies in categorizing then solve every pertinent problems concerning a specific acquisition beforehand publicizing the procurement announcements to probable providers of merchandises, works and amenities (Piga and Thai, 2007).

Procurement planning also involves bringing on board people with pertinent knowledge and skills throughout the procurement process to enhance the efficiency of the process as well as the success of the project (Piga and Thai, 2007). Planning and co-ordination of procurement will provide the opportunity to establish a framework for cost minimization and certainty of delivery.

Concept of acquisition is that advanced designing, planning and cluster shopping for can result in price savings, additional economical business operation and accumulated profit. Cluster shopping for is that the method of mixing the whole resource necessities for various departments and making one commercial instrument. This practice is increasingly common in government and public sector firms where the same item can be purchase for a range of different institutions (Caldwell, et al., 2009).

2.2.5 Service Delivery

The concept of service delivery has no direct definition, but just the understanding of two separate concepts (Oboth, 2001). Nevertheless many scholars have defined this concept in their own perspective. According to (Oboth, 2001), Service could be a system or arrangement that provides public wants. Whereas delivery is periodical performance of a service, thus service delivery is a briefing of periodical performance of supply public wants.

Service provision is also defined as a restrained compulsory assessment by the selected or allotted representatives to deliver goods and service to the people (Wheel, 2005). To him service delivery is a public function and it as to be executed by public or government officials. It may be a set of ideologies, standards, strategies and restraints accustomed to articulate the planning, development, positioning, operation and withdrawal of services distributed by a service supplier through the purpose of providing the same service expertise to a particular recipient in a precise business setting (Wheel, 2005). The indicators of service delivery include but not limited to trust, reliability, Legitimacy, responsiveness, accessibility and satisfaction (Vereniging van Nederlandse Gemeenten International, 2007).

Services that don't seem to be accessible square measure thought to be being of poor quality and people which will be simply accessible square measure thought to be prime quality services. Disappointment to require right of entry to the use of services makes the service delivery poor. This is the chance of a service falling at intervals at a definite period and place (Ahmed, et al., 2005). For an amenity to be alleged nearly as good service, it ought to have all the options that gratify the consumers' anticipation. Service ought to require all its prime operative characteristics with all the quantifiable features thus on be hierarchal as great service.

Customer care involves golf shot systems in situations to maximize your clients' fulfillment along with your business. It ought to be a major thought for each trade, sales and gain be contingent on keeping your clients content. It's additional directly vital in some parts than others (Athanasopoulos, 2000).

Interruption in service distribution can build the services to misplace its significance and thus a service ought to be accessible before it turns out to be irritating to the customer. Services that are distributed at the right time are known to be smart service and services that don't seem to be delivered on time are known to be meager services. This should ensure that the panache of a service plus operative features equates conventional ethics. Smart services are so associated using procedure among forbearance point. If the service accomplishes as required and supposed it'll be thought as a smart service provided. (Oboth, 2001).

2.3 PROCUREMENT PLANNING AND ITS EFFECT ON SERVICE DELIVERY

The contribution of procurement planning in facilitating an efficient and effective service delivery in organizations is generally undisputed in both developed and developing countries (Mullins, 2003). According to (Mullins, 2003) there exists a substantial encouraging link amid procurement preparation and service distribution in procurement structures.

The magnitude of influence procurement planning has on service delivery cannot be ignored, as procurement planning smoothing's service delivery. According to (Johan, 2006) a person that forgets to plot for service provision should be ready to fail in conveying them to the people. The concept of procurement planning and service delivery cannot be treated in isolation as the latter needs the other to operate effectively.

As one of the primary functions of procurement, procurement planning has the potential or the ability of contributing to the success or failure of government operations especially in improving

service delivery (Basheka, 2016). It is a function that sets in motion the entire acquisition and procurement process of acquiring services in local governments.

The idea of procurement planning is to have a reliable and efficient system in order to deliver service, being it goods, works or services and services cannot be delivered when it doesn't go through a process especially in government institutions or public sector, and that process is procurement planning (Ahmed, et al., 2005). If service can't be measured, it can't be enhanced. If we have a tendency to solely conceive to adjust to laws, we have a tendency to don't seem to be managers; we have a tendency to be robots. What we have a tendency to arrange we have a tendency to implement. What we have a tendency to implement, we have a tendency to monitor. We should always not be scared to request clients' feedbacks. They extremely do grasp best what they have and what they get. It's not continuously a constant issue (Johan, 2006).

The importance of procural reforms in the majority of country's settings will be incontestable primarily based on its measure and position in relation to service distribution. The quantity of cash misused by prevailing practices, abridged competition, sophisticated costs because of market discernments of threat, further because the incontestable ability of states to seizure huge investments through combined efforts to reinforce their procural (Balunywa, 2004). Research on procurement planning has focus on issues of accountability (Economic Commission of Africa, 2003). The acquiring purpose of procurement is in a way to focus on minimizing costs while maximizing efficiency.

Changes in service delivery mechanisms and economic conditions are likely to affect procurement planning or the procurement process (Balunywa, 2004). The market or service delivery determines whether the socioeconomic objectives of procurement are accomplished or not. It determines if a government entity can fulfill its needs, the timeliness of fulfillment; and

the quality and costs of purchased goods, services, and capital assets (Vereniging van Nederlandse Gemeenten International, 2007).

2.4 CONCEPTUAL FRAMEWORK

A conceptual framework refers to conceptualization of the relationship between variables in a study and it is demonstrated in a diagram form. The conceptual framework shows the direction of the research and also establishes the linkage among the different variables that will be discussed in the study (Mugenda and Mugenda, 2003).

2.4.1 Independent Variables

Institution procurement planning policy acts as a guideline and gives directives on what and how procurement planning should be conducted to achieve set objectives. In order to carry out procurement planning, resources are necessary to support the implementation of procurement planning such as trained professionals, documented procedures, tools of work such as computers and time. After implementation of procurement planning, control mechanisms are used to check if the implementation is consistent with goals.

2.4.2 Dependent Variable

Service delivery as a system of supplying requester's needs is heavily influenced by procurement planning policy, its implementation and control mechanisms of an organization.

2.4.3 Moderating Variables

Procurement act, government policies and regulations as well as competition in the market are factors that influence the implementation of procurement planning as well as expectations of service delivery. Data will be collected to determine the relationship of these variables on procurement planning and service delivery.

2.5 PREPARING A PROCUREMENT PLAN

Section 21 of the Public Procurement 2003 (Act 663) and Amendment Act 2016 (914) necessitates procuring Entities to organize a buying deal set up for every business year, and formulate quarterly reports for authorization by the Tender board. After budget approval and at quarterly intervals after that, a procurement entity shall submit an update of the procurement plan on the website of the authority. Acceptable procurement designing associated prioritization of wants by every procuring Entity is a crucial requirement to effective purchasing Public Procurement 2003 (Act 663) and Amendment Act 2016 (914). Structured development of acquisition plans is an important part of the yearly budget planning method and offers a prepared listing for the authorization for procuring by Tendering board and Tender Review committees, and observation of acquisition activities by the general the relevant procurement institutions.

Preparation of the Annual Procurement Plan should be commenced at least four months before the start of the Financial Year to allow sufficient time for a realistic and accurately costed plan to be compiled. Heads of sections, divisions, tasks and programmes are obligated to guarantee the scrutiny and planning of Yearly Procurement Plans for their personal and subsidiary zones of operation.

Each operational section ought to formulate a comprehensive twelve month progressing work arrangement procedure on behalf of planning centered on accepted financial plan that should acquiesced for supply chain unit to simplify orderly implementation of yearly procurement happenings. A purchase arranges is assimilated into the yearly and multi-yearly sector disbursement programme to reinforce monetary sure thing, accounting and management over budgets for procurement activities. A purchase unit uses the collective work arrangement

procedure to arrange, establish, predict and list the procuring entity's undertakings for the twelvemonth (Mullins, 2003).

The accountable entity plays the part of creating the application for the needed purchases describing the character of the necessities (quantity, specifications) and guaranteeing that the procured things meet the necessities of the tender. To the current impact, its role in shaping technical specifications taking part in technical analysis and reviewing the procured things their acceptance is crucial (Public Procurement User Guide (2010) of Rwanda Public Procurement Authority (RPPA) as cited in (Basheka, 2016).

2.6 TYPES OF PROCUREMENT PLANNING

(Emeka , 2010) Has outlined two main types of procurement planning especially which are useful for public procurement projects. According to the author this involved:

2.6.1 Consolidated Procurement

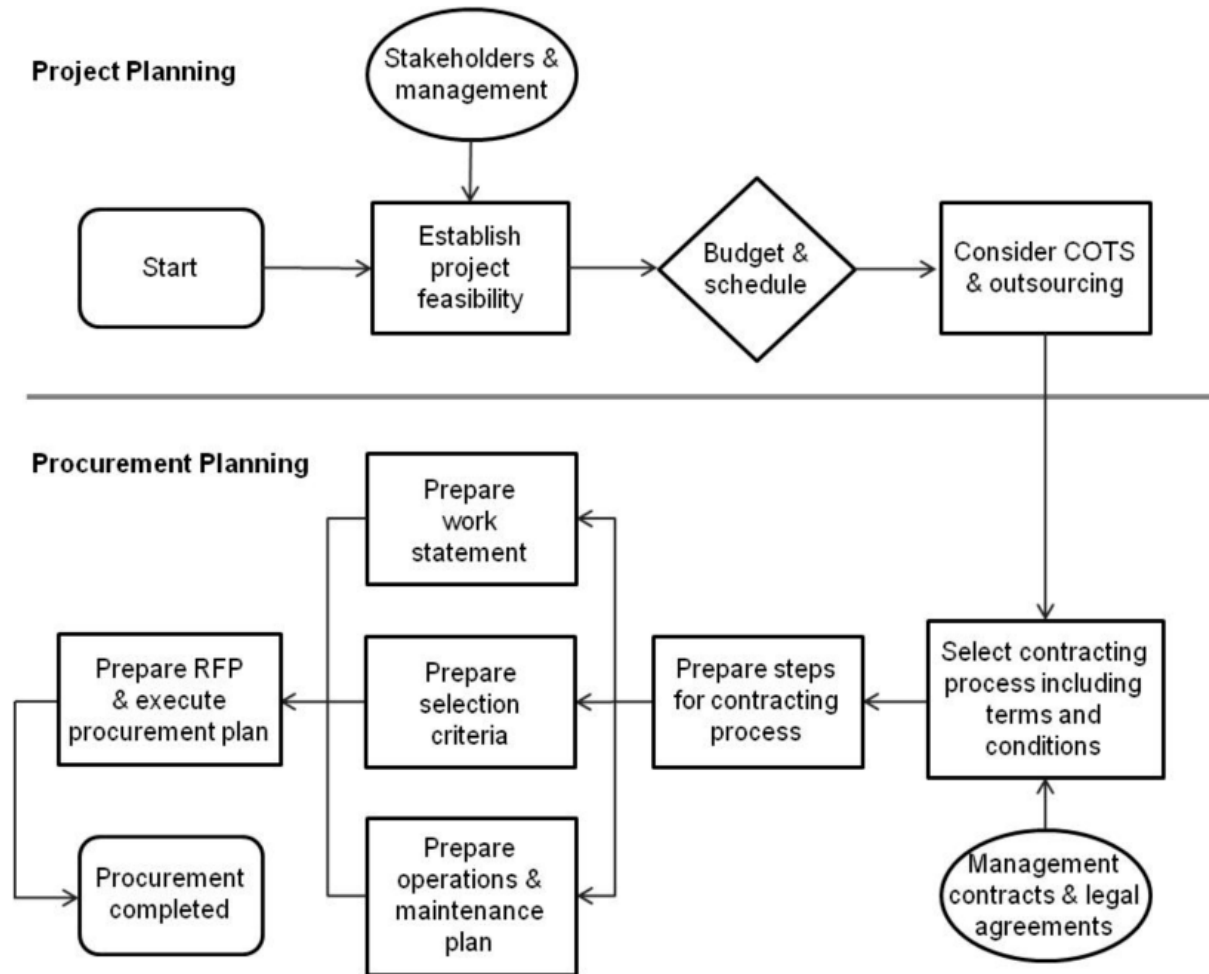
Consolidated Planning denoted to procurement strategies of diverse departments or divisions collective into one solitary plan (Emeka , 2010). Based on a decentralized structure, an amalgamated set up may be developed at completely different levels e.g. Ministry, Agency. Analysis of the consolidated procurement set up provides a chance to spot economies of scale and higher uses of assets, providing a summary of the size of the procuring activities.

2.6.2 Individual Procurement

Individual procurement referred to Procurement planning takes place at department or project level (Emeka , 2010). These levels provide inputs to overall process of planning for the procurement in the organization.

2.7 THEORETICAL FRAMEWORK

The theoretical framework of the study entails how procurement plans are done. It outlines the processes procurement has to go through before it is completed.



(Basheka, 2008)

Figure 2.1 Theoretical Framework

Figure 2.1 outlines an emblematic theoretical, explanation of how the acquisition plans are initiated and ready ranging from the gathering of ideas from varied stakeholders by inaugurating project practicability in that yearly budget and timetable as well as thought are given to form or purchase choices and outsourcing problems are thought-about. The acquisition set up starts from

choosing acquiring method as well as terms and settings by fixing place the administration contracts and lawful agreements brochures before that steps are taken for acquiring method. Any preparations can be done once the body prepares declaration of work that is monitored by preparation of choosing criteria before that operation and preservation set ups can be done to organize for demand for bid and execution of acquisition plan for the accomplishment of acquisition for the Unit. Watching and management for the yearly acquisition set up goes aboard with feedback all over the planning of this very important document for the Unit.

2.8 ROLE OF CITIZENS IN THE PROCUREMENT PLANNING PROCESS

Although procurement planning is viewed as a technical area which should be operated by organizations, yet citizens have very important roles they play in assisting their local governments and public entities and some of them are as follows:

2.8.1 Supporting the City Officials to Correct Decisions

Supporting the Assembly leaders and opinion leaders to truthfully select measures to improve services are undertaken by some citizens. They are involved in throughout all the stages in preparation and implementation of procurement plans and ensure that leaders make and take the right decisions (Basheka, 2008).

2.8.2 Formulating Tenders

Also citizens collaborate with community based organizations, district assemblies and political affiliations in formulating proposals which serves as a guideline through preparation of tenders and implementation of procurement plans. Communities may demand district assemblies and public institutions to assign a commission who are civic councils to watch developments similarly on informing the district assemblies on urgencies for the provision of service as well as its enhancement.

2.8.3 Assessment of Possible Service Suppliers

Societies and legislatures will conjointly have a part to play in analyzing possible suppliers for service, citizens' participation in the establishment and observing service suppliers' performance is very vital in planning procurement. This kind of impact with the public sees to it that procural designing Associate as well as the process of taking decision mirror the wants or primacies as well as cause categories with selections which may create a very operative delivery of service in an exposed, truthful as well as autonomous authorities (Ojijo, 2009).

2.9 IMPORTANCE OF PROCUREMENT PLANNING

The Public Procurement User Guide (2010) of Rwanda Public Procurement Authority (RPPA), has outlined a background that helps the attainment of the intentions of the procuring units. This framework has specified that adequate planning in procurement permits the procuring bodies to follow the specific time settings in the procurement process. In relation to their findings, inadequate procurement arrangement is a foremost foundation of operational difficulties that leads to a haste of procurement deeds towards the expiration of the budget year determined by the need of complete budget consumption. Other explanations for executing procurement planning and prioritizing of needs procedure is that:

- Paying for procurement is implausible to be satisfactory to meet all necessities, and rare fiscal assets must be directed to safeguard that the primacies of a Procuring Unit are effectively met before disbursing on fewer vital procurements (The Rwanda Public Procurement Authority (RPPA), 2010).
- Operative planning ensures necessities to be accumulated into bulk acquisitions at lesser unit prices as such tenders could interest suppliers and producers.
- Publishing of accurate yearly procurement plans permits the private division to answer more efficiently to the requests and stipulations of the Procuring Units, through investing

in workers and equipment, producing and trading of goods, and fiscal forecasting.

Rwanda Public Procurement Authority (The Rwanda Public Procurement Authority (RPPA), 2010).

Procurement strategies aid in accomplishing supreme worth on expenses for goods, amenities and works acquired. It serves as a guide which circles in motion the whole procedure of obtaining merchandises and services (Andrea, 2009).

In order to make sure continuous availableness of product at intervals in the system, the procurement designing team should develop, organize, implement and observe the procurement method and will} conduct a fast scenario analysis of the provide system in order to establish potential issues and bottle-necks that may harmfully have an effect on the provision of products at the local level.

A fine strategic procurement process accelerates product stowage and timely obtainability of materials, this will guarantee steadiness in the supply process (Andrea, 2009). Procurement planning helps in solving the problem of product forecasting, which is considered as the critical element of the procurement process (Andrea, 2009).

2.10 CHALLENGES IN PROCUREMENT PLANNING

Loopholes associated to acquisitions not indicated on record charges, contract differences, rate overruns, expenditures for uncompleted projects and fuel vouchers not appropriately accounted for and inability to abide by the Procurement Act have been acknowledged by the Public Procurement Authority and World Bank as some of the encounters causative to an efficient and effective yearly procurement preparation plans and public procurement in (World Bank, 2005). Public Procurement is a significant purpose of management and according

to (Shaw, 2010), there are a lot of difficulties encountered during such dynamic concept of handling civic purse and governance for that matter if worth for the state are to be achieved.

(Shaw, 2010) claims that, as several nations have migrated to provincial and global economy, acquisition practitioners especially at the public sector encounters additional difficulty which is, the way in fitting management's acquisition rules as well as societal and monetary acquisition aims while not irreverent district as well as worldwide craft arrangements. Case in point, the way of fitting general fiscal strategies, while not trading below the belt with external corporations as indicated or highlighted in the global trade treaties and also trade arrangements at the district or local level. In sometimes difficult to abide by the rules laid down in some trade agreements.

The challenges facing procurement planning can be grouped under the following (Intaher, 2012):

a) Inaccurate Demand Management

Demand management is integral to the Procurement Planning process. It defines the decision-making process that allows departments to procure at the right time, at the right place and at the right cost. Cost-effective acquisition depends on a specialist's skills to confirm that purchasing needs square measure dependably determined, acceptable contract methods square measure developed, contracts square measure well managed and opportunities square measure condemned to secure the simplest deals at the proper time and at the proper value. Some government entities cannot properly quantify the needs of those requiring their services or properly estimate costs, nor can they accurately track, control or report on expenditure. It is consequently dynamic that procurement experts sufficiently connects demand planning to expenditure.

b) Lack of proper Knowledge, Skills and Capacity

Skills and capability shortages have been known as the single greatest impairment to the accomplishment of public acquisition in South Africa. Adequate capability in the type of acceptable structures with totally complete and skilled acquisition personnel may be a key success issue for correct Procurement Planning application. In some public institutions, the worth of procurement workforces' abilities and aptitude are well below standard. Lack of capacity and knowledge by Procurement actors in the procurement processes have led to bad governance.

c) Non-compliance with Policies and Regulations

Procurement Planning is directed by numeral associated policies and procedures (National Treasury, 2005) as cited by (Intaher, 2012). Compliance with these policies and regulations is a problem. As indicated by Matthee (2006) as cited by (Intaher, 2012), some of the reforms concerning non-compliance with the foundations and processes relate to the propensity to not exploit a competitive method for each citations and bids, and inappropriate consumption of the predilection points scheme. (Van Zyl, 2006) Also declares that there's a scarcity of applicable bid boards; use of unreserved suppliers, transitory over of bids for improper details; exploitation of the inaccurate procural method in respect of the verges; extension lead of rationality periods; and unfitting utilization of the restricted bidding method. Moreover, (Ambe, et al., n.d.) Noted that there are inadequate controls and procedures for the handling of bids; appointment of bid committee members not aligned to policy requirements; and insufficient motivation for deviations from Supply Chain Management procedures.

d) Political Interference

Political interference with the procural method is conjointly a massive challenge to the implementation method and public procural reforms. A decent variety of politicians assume that they need the correct to intervene within the procural procedures thereby resulting in unpredictable procural choices (World Bank, 2005).

2.10.1 External Challenges of Procurement

Public procurement experts have continuously confronted difficulties enforced upon by a diversity of environmental issues including, legal, market, organizational, political and socio-economic environmental issues (Economic Commission of Africa, 2003). Market surroundings have an excellent impact on civic procural professionals' exertion in maximizing race in business. Furthermore, the demand for goods defines if or not socioeconomic aims for procural square measure achieved, or if a government or public institution can attain its objectives for delivering service; the time in which services are provided; as well as the quality and prices that products are acquired, amenities as well as principal properties. The market demand has the ability of influencing the economic heights of nations. It can determine who gets what and at the price that the market decides. Even behind classic circumstances where competition is very keen, some provides and services square measure needed solely by the state (particularly for weapons systems) and square measure accessible within the market. This can be known as confined market thus restricted in latitude as well as cooperation. Conjointly as demand increases and additionally enhanced in local and intercontinental craft arrangements as well as contracts, civic procural experts encounter a superior difficulty. Additionally to acquiescence and state procural decrees, strategies or universal craft needs, procurement professionals encounter further difficulties as well as communication, money exchange rates and

payment, customs rules, lead-time, conveyance, foreign government principles, trade arrangements, and transportation. That is, “before embarking on a far off buying program, public procural practitioners should rigorously assess the overall price implications and associate them to internal costs” (The Rwanda Public Procurement Authority (RPPA), 2010). Public procural experts’ usually get caught between craft arrangements as well as their nations' fiscal growth or steadiness dogmas after facing challenging alternative in choosing internal or overseas companies. Permissible setting except for public procural rules and rules, the legal setting refers to a comprehensive legal background that oversees all business actions together with analysis and development (regulations addressing safety and health of recent products), producing (safety and health rules at geographical point and pollution control), finance (regulations addressing revelation of information), promoting (regulations addressing misleading advertising, revelation of product appearances), personnel (regulations addressing civil right for ladies and minorities), and agreements. Certainly, most features of contracts--public or private- akin to contract needs, disputes, and fissure of contract area unit ruled below a similar jurisprudence. In developing and significantly shift countries, wherever legal systems don't seem to be complete, government contracts might have careful provisions. Political setting during a democracy several people, groups, and organizations within the non-public sector together with trade associations, skilled associations, and business companies or firms (commonly called interest groups) area unit actively concerned altogether aspects of the general public procural system. Having varied interests, objectives and beliefs, interest teams area unit concerned within the public procural system in many ways in which akin to lobbying governmental unit to formulate or change procural edicts, manipulating execution of these decrees, as well as manipulating expenditure approval or assumptions methods. Massive corporations square measure a lot of willing to create

a tiny low ratio or maybe to require business losses by providing best bids. Once little and weak corporations square measure out of business, they will get pleasure from associate degree imperfect competitive market. Social, Economic, and alternative surroundings Forces whereas some countries impose social policies on their public procurement practices (such as a policy inserting a good proportion of presidency acquisitions with woman/minority-owned little business, or economically deprived areas), most governmental entities be it a developed or developing country or federal, state, and native governments use their massive procurement outlays for economic stabilization or development functions by preferring national or native corporations over firms from alternative countries or alternative geographic locations. Public procurement practitioners could also be during a favorable economic surroundings or market (with several competing tenderers in their country or native areas) or associate degree unfavorable economic surroundings (where competition hardly exists). This surroundings would have a good impact on their practices as they will face associate degree imperfect competitive market. Additionally to social and economic surroundings, public procurement practitioners' square measure beneath alternative external pressures cherishes associate degree surroundings protection movement, and policy commitments. Several republics have adopted procurement planning as an instrument in attaining certain external programmes. Procurement in many scenarios tend to favour big organizations or institutions. In cases where countries are trading among each other, the developing or less developed countries are less favored by procurement as compared to the developed ones. As the laws of developed countries in procurement must be followed and that of the less developed countries ignored (Baily, 2008). In an era where it was almost impossible to differentiate between what a bribe was and what ma gift was? Countries

and well established institutions used it in their favour. Also speedily enhanced knowledge has enforced procurement in the public domain to;

(i). embrace innovative procurement approaches, like the practice of e- signature and purchase Cards;

(ii). remain well-informed in numerous facets as well as deliberations on the procedure used in acquiring data technology.

Interactions of atmosphere Forces varied pressures on the general public procurement scheme, as delineate on top are not constant variables, however they move with one another and become conflicting forces that public procurement experts have to be compelled to manage.

2.11 FACTORS THAT AFFECT SERVICE DELIVERY

Improper delivery of service remains a devastating difficulty in utmost developing nations. There are a lot of factors that affect service delivery especially in the public sector, these factors can either be positive or negative and they include the following;

2.11.1 Poor Infrastructures

Over the years the provision of adequate infrastructure has been a major challenge for local authorities. There are roads in bad conditions and insufficient electricity source, hence Tanzania still stands in request of improved substructures (Vereniging van Nederlandse Gemeenten International, 2007).

The availability of good infrastructure influences one's ability to access a particular kind of service. A community with poor roads may find it difficult to have access to facilities that have been provided to them by the government irrespective of how good that facility is. The same way a community cannot have the best of service when the infrastructure at their disposal is not in

good conditions. No matter how strong the soft infrastructure is, if the hard infrastructure is not in place, the access to the service becomes very difficult.

2.11.2 Corruption

Exploitation is fateful to units and departments that executes their duties effectively and diligently. Corruption is always involved in nursing noncompliant drawback in several developing countries; particularly wherever it's become systematic to the purpose wherever several in government have a stake. It diverts decision-making and also the provision of services from those WHO want them to those WHO will afford them (Ahmed, et al., 2005).

Corruption has been widespread amongst the senior civil officials to whom the general public funds meant for organic process functions can be entrusted. Mostly, wide-scale larceny by officers of the grassroots has created the required progress of the grassroots a tall dream and has rendered them financially powerless to emancipate their constitutionally allotted responsibilities thence compromising delivery of service (Balunywa, 2004).

As (Lawal, 2000) proclaims, in state institutions and civic organizations directors and senior officers usually mishandle resources that are intended for the development of the society. Generally, wide-scale theft by officers of the grassroots has created the required development of the ordinary a tall dream and has rendered them financially incapable to discharge their constitutionally assigned responsibilities thence compromising the delivery of service.

It is said and believe that procurement is one of the area in 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, et al., 2006)

Corruption can affect the service delivery since it reduces the quality and quantity of the service that was meant to be delivered therefore having a negative influence on the type of service being delivered. Corruption sometimes can stem from the procurement processes of which a party can have an interest in the award of contracts. In this case, if any investments have been made to a party to influence the award of a contract, it will literally have an effect on the kind of service that will be provided since the winner of the bid, will have influenced the process through bribery and in order to maximize profits, provide poor services.

2.11.3 Inadequate Finance

Many native governments in developing countries however, are not able to provide services to populaces. According to him, this may well be attributable to inadequate capitals and the inability in producing a decent provision at a reasonable value. Thus native governments ought to realize alternative ways in which to services can get to its target population on time in an improved manner (Ahmed, et al., 2005).

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 (Baily, 2008).

Lower levels of state should have legal specialization to raising poverty-stricken revenue to back its expenditure necessities. Thus, the business relationship between the center and lower levels of government should be clearly figured out on the premise of equality, fairness and justice (Ekpo, 2008).

2.11.4 Difficulty of Getting the Appropriate Service Supplier

In the delivery of community services, there is a difficulty in getting the authentic suppliers to be responsible for quality and effectiveness and also to have the assets and administrative authority to executive works given to them. The common sensation is that political heads have a deficiency in responding to issues laid out by the public, bungling, disposed to corruption and with high tendency of disrespect for the societies which also affects service delivery in local authorities (Farrel and Associates , 2002).

2.11.5 Poor Communication with Communities

The problem of communication is commonly encountered by many developing nations especially in the public sector, remains that decision makers and sometimes ordinary folks have restricted right to information and other service provided by local government. Lack of communication is a major hindrance in dealing with the provision of services. The aim of delivering service in local government institutions is to provide citizens with their needs. Local authorities normally do not involve the citizens in the preparation and implementation of their activities. The local government does not have an efficient medium of communicating to the people (Ahmed, et al., 2005).

Poor communication can be 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, et al., 2006).

Execution of approaches like Citizen License, E-Governance will help in order to minimize or solve these glitches and safeguard the smooth access to information and services by the

public, and this would lead to the enhancement of proficiency and efficacy of services provided (Ekpo, 2008).

2.11.6 Misplaced Priority

Resources are very scarce and it is difficult for public institutions and district assemblies to raise them, most at times these resources when raised are mishandled. Preferences are not clearly defined; the implementation of projects does not conform to specifications of the people but unfortunately in line with the self-seeking gain and favour of some politicians with the help of some powerful senior officers within the assembly system (Johan, 2006).

2.11.7 Adequate and Capability of Human Resources

A one of the main critical mutables of potency and effectiveness of services delivered by sub-national governments is that the human resource or employees that it's. During this means, sufficiency and competence of those employees is incredibly vital. wherever deficiencies of qualified and knowledgeable persons exist, the coaching, preparation and opportunities for educational activity should be given so as to develop skilled and technical experience that might be facilitate to enhance the potency and usefulness of the service provided at the sub-national levels (Ekpo, 2008).

A significant range of native governments don't have the social control, body, monetary and institutional capability to satisfy the rising desires of native individuals. This example is aggravated by the weakening of municipal skilled and poor linkages amid regime and tertiary sector. As an outcome these native governments are not able to meet their needed performance standards thence impacting unpleasantly on the provision of service.

2.11.8 Risk of Veracity

At each stage of the procurement process, there is risk of honesty. throughout the pre-bidding period; beginning from desires valuation, risks such as inadequate desires assessment, coming up with and budgeting of procurement activities, needs that are not sufficiently or accurately outlined, insufficient or uneven selection of the process and a timeframe for the planning of the bid that's scarce or not systematically applied across purchasers (Athanassopoulos, 2000). All these apprehend the purpose of planning procurement. If District Assemblies procurement structure fails in managing this, accountability and final service provision is extremely endangered.

2.11.9 Fiscal Misconduct and Non-Compliance with Fiscal Legislation

District assemblies are obligated to “take reasonable steps to ensure that their resources are used effectively, efficiently and economically”. Good fiscal management is that the key to native delivery. It’s quite worrying to notice that almost all native governments area unit usually related to the worst kind of money management. Corruption, fiscal management and non-compliance with fiscal regulation are common. Accordingly, this will lead to reduced performance therefore the provision of basic services is conceded.

2.11.10 General Indiscipline

Disorderliness is wildly supposed and well noticeable amongst the employees in public service (Vereniging van Nederlandse Gemeenten International, 2007). According to the employees some high-ranking officers go to their relatives who are far from their workplace. Usually these officers miss a day or two during the week, which will make them ineffective and incapable of performing their duties as expected

2.12 INDICATORS OF QUALITY SERVICE DELIVERY

According to (Athanasopoulos, 2000) the displays of delivering service to embrace dependability, accessibility, tangibility, accessibility and responsiveness is very relevant.

2.12.1 Accessibility

Difficulty to gain access to the usage of amenities will melt down some inadequate services because they are not castoff optimally and still services rest on the use of the amenities (Mullins, 2003). Services which are not reachable are viewed as being of low value and those that can be simply accessible are viewed as high value services.

2.12.2 Reliability

This is the chance of a service failing inside a fixed period of time. Among the common measures of dependableness can be the typical time to 1st failure, the typical time between failures, and therefore the failure rate per unit time (Balunywa, 2004)

2.12.3 Completeness

For a service to be alleged as service, it ought to contain all the options that please the clients' anticipation (kakuru, 2004 as cited in Ahmed, et al., 2005). It ought to have all its key operational features with all the quantifiable attributes therefore on be hierarchal as high service (Balunywa, 2004).

2.12.4 Timeliness

Delay in service delivery can create the services to lose the means and thence a service ought to be presented in time before it becomes infuriating to the client (Oboth, 2001). Services that can be provided in time can be same to of fine service and amenities that aren't provided in time can be same to possess features of a meager service.

2.12.5 Conformance

This is the degree to that a service style and operational features meet established standards.

Sensible service is thus equated with operation among an acceptance degree (Balunywa, 2004).

The question here is which will the service accomplish the core purpose that it's supposed? If the service performs for sure and intended, it'll be thought of sensible service provided.

2.12.6 Safety

How safe is it to use the service? Will it shield users before, throughout and once use? Sure services like roads are also a retardant once being employed. Some services are not terribly safe once being employed as they simply cause damage to the users. Services that don't seem to be safe to use can be thought-about as poor services and services that can be safe to use can be checked out as excellent services (kakuru, 2004 as cited in Ahmed, et al., 2005).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter gives a detailed account of the methodology that was used to carry out this research.

This includes a descriptive research design, data collection methods and sources, sample frame and sample size, as well as data processing methods.

Research Methodology is a systematic and a patient study using appropriate and relevant methods to investigate in some field of knowledge, undertaken to establish facts or principles (Kothari, 2004). The methods used should be able to produce the same results when applied by a different researcher within the same situation.

3.2 RESEARCH DESIGN

A research design is “the arrangement of conditions for collection and analysis of data in a manner that aims to combine significance to the research purpose with economy in process” (Kothari, 2004). It forms the conceptual structure within which a research or study is conducted. That is, a research design constitutes the outline for the collection, measurement and analysis of data.

In order to accomplish the objectives of this research the case study approach was adopted. A case study studies an occurrence in its ordinary setting, adopting several approaches of data gathering to gain their information from one or a few entities (people, groups or organizations) (Given, 2008) . The limitations of the phenomenon are not perceptibly apparent at the beginning of the research and no investigational control or influence is used (Kumar, 2005).

3.2.1 Justification of the Case Study Approach

The case study approach is economic in terms of financial resources and time, as it focuses on a particular unit of reference under investigation.

The main aim of the case study approach is to understand the complexity of factors that are functioning within a social or economic unit as an integrated whole (Given, 2008). The validity and reliability of data may be affected by the use various research designs, this makes it very important to select a research design that fit for the purpose of the research study.

3.3.2 Study Population

The study population for this research was the procurement professionals of the Kumasi Metropolitan Assembly. It is from this population that the sample frame and sample size was determined. Since the entire staff cannot be used to conduct this research.

3.3 UNIT OF ANALYSIS

The unit of analysis refers to the individuals or entities that are the study matter of this research study (Kumar, 2005). The information needed for this research will be obtained from the unit of analysis. In this case the unit of analysis are the workers of the Kumasi Metropolitan Assembly (KMA).

3.3.1 Determination of Sample Frame and Sample Size

The sample frame of a research is the population the study is targeting, although the unit of analysis are the workers of the Kumasi Metropolitan Assembly, not all workers will be involved in this research. The sample frame consists of staff of the Finance, Procurement, Planning, Works and the Budget and Ratings departments.

Table 3.1 Sample Frame

Name of Department	Number of Staff
Planning	7
Works	22
Budget and Ratings	4
Finance	36
Procurement	5
Total	74

(Source: Human Relations Office KMA, 2018)

From table 3.1 above, the sample frame for this research is 74 workers, of which we will derive the sample size.

The sample size is a segment of the target population selected to represent the whole population (Kothari, 2004). This is relevant because it is difficult to interview the entire population. The sample size was calculated to be 62 after using this mathematical method below:

$$n = \frac{N}{1 + N (\alpha^2)}$$

Where; n is the sample size

N : sample frame (total number of staff that is the unit of analysis)

α : is the margin of error defined at 95 percent confidence level ($\alpha = 0.05$)

Source: (Kothari, 2004).

$$n = \frac{74}{1 + 74 (0.05)^2}$$

$$n = \frac{74}{1.185}$$

N= 62

3.3.2 Sampling Technique

The sampling methods used in conducting this survey were the purposive.

Purposive sampling refers to a process where participants are selected because they meet criteria that have been predetermined by the researcher as significant for addressing the research question (Given, 2008) . Purposive sampling is a non-probability and a judgemental survey technique since it seeks to select people who are easier to obtain information from. This survey technique was used because it targeted specific departments and workers within the Kumasi Metropolitan Assembly.

3.4 DATA COLLECTION

This research involves the collection of relevant data that can help in achieving the objectives of this study. There are various data collection techniques that should be used in order to gather relevant data for this study and these techniques include:

✓ Collection and Review of Secondary Data

This technique was basically used in the chapter two of this study, which is literature review; this involves gathering data from published articles, reports, journals and other secondary data relevant to the study. The collection and reviewing of secondary data helped in choosing the various methods and procedures used in undertaken this research study.

✓ Preliminary Survey

This involves undertaken a survey to identify the various actors who help in the achievement of the objectives of this study. The preliminary survey helped in the identification of the right places to gather primary data for this study.

✓ Questionnaire Administration

This data collection instrument was used to collect needed data from some staff of the Procurement Unit, Finance department, Planning Unit, Budget and Ratings department and Works department as selected. The reason for using this instrument was to collect different views from different staff in relation to the objectives and research questions of this study.

3.5 DATA PROCESSING AND ANALYSIS

3.5.1 Data Editing

This refers to the process of examining the raw collected data to check for errors and omissions and also correcting them. This is done after the collection of data from the field, to identify errors in the questionnaire and address them. This is done to ensure accuracy and consistency in the data obtained from the field.

3.5.2 Data Coding and Screening

The coding and screening of data was carried out using the Statistical Package for Social Sciences (SPSS). Data coding is very necessary in data analysis since it identifies the potential events, features, behaviors, patterns or steps and differentiating between the variables with labels. Data coding is done after data editing, this makes the data analysis easy since it arranges data into different categories.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 INTRODUCTION

This chapter of the research analyzes the data which were identified during the field survey, from the questionnaires which were administered to the workers of the Kumasi Metropolitan Assembly.

This chapter highlights the demographic characteristics of respondents which include the educational level of respondents, their respective departments, positions of respondents as well as their working experience. It also presents data on the objectives of the research, which is the reason for this research. The data obtained have been concise to make reading and interpretation simple. The data were presented and analyzed using tables and frequency distribution charts.

4.2 DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

The demographic characteristics can also be referred to as the background information of respondents. This includes the department of respondents, positions of respondents, educational level and the working experience of respondents.

4.2.1 Department of Respondents

The sampling technique used for this research was the purposive research technique, based on that it was necessary to identify the relevant departments within the Kumasi Metropolitan Assembly that the study will be based on.

Table 4.1 Department of Respondents

Department	Frequency	Percentage (%)
Procurement	5	8.1
Planning	6	9.7
Finance	32	51.6
Works	15	24.1
Budget and Ratings	4	6.5
Total	62	100

Source: Field survey, 2018.

From table 4.1 above, 51.6% of respondents were from the finance department which was the highest, with 6.5% of respondents from the budget and ratings department representing 4 people. This can be attributed to the fact that, the finance department constitutes the greater number of workers. The various department interviewed were procurement, planning, works, finance and budget and ratings department. These are the departments that are more involved in the procurement planning process and the procurement activities of the assembly.

4.2.2 Position of Respondents

The position of respondents was necessary in identifying the roles and responsibilities of workers within the various departments. This also helped to know the number of workers significant to this study.

Table 4.2 Position of Respondents

Position	Number	Percentage (%)
Procurement officer	5	8.1
Planning officer	9	14.5
Finance officer	31	50.0
Engineer	13	20.9
Budget officer	4	6.5
Total	62	100

Source: Field survey, 2018.

This research was lopsided towards officers who have knowledge and experience in procurement planning. From the table 4.2 above, 50.0% of respondents were finance officers while the other 50 constituted procurement, engineers, planning and budget officers. This means that all the respondents were workers who are directly involved in the procurement process. This is suitable as it affirms (Piga & Thai, 2007) that in order to ensure efficiency in the procurement process and also the success of a project, people with relevant knowledge in procurement planning should be involved.

This is very important to this research as the people interviewed are directly involved in the procurement process. Also their activities in the procurement process are likely to influence decision making and also determine the success or failure of a project. This is because these officers are the same people who make up the tender committee board of the Kumasi Metropolitan Assembly.

4.2.3 Working Experience of Respondents

It was relevant to know the number of years respondents have worked at their various positions.

This was to know if respondents have been involved in procurement activities for a short or a long time. Figure 4.1 below shows the working experience of respondents:

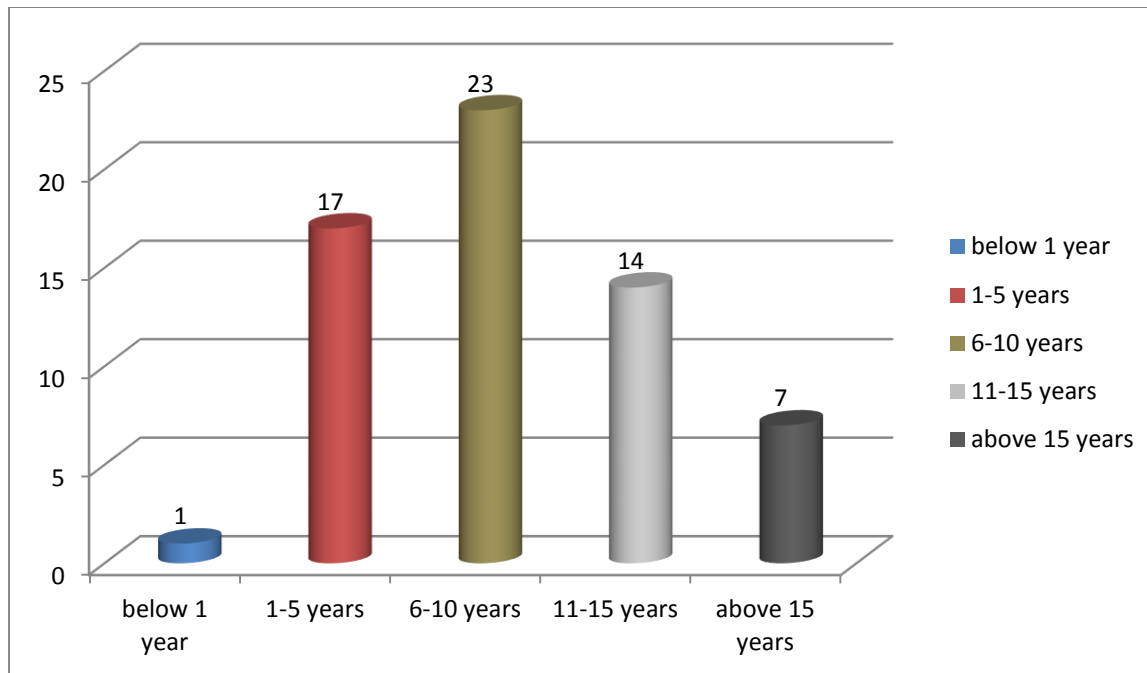


Figure 4.1: Working Experience of Respondents

Source: Field survey, 2018

From the figure 4.1 above, 71% of respondents have worked at their respective positions for more than 5 years while 30% indicated that they have worked for up to 5 years. This implies that all respondents are conversant with the procurement process. Out of the 62 respondents, only one respondent had worked below one year. This means that majority of respondents have been involved in procurement activities for a very long time.

This also implies that, the respondents can give us a clearer description to the account of events, since they have been involved for long. They can also relate to all procurement issues and can

highlight the greater challenges they have been encountering in the procurement planning process.

4.2.4 Level of Education

The level of education of respondents determines if respondents have acquired the required and needed academic qualification to be involved in the procurement process. This also allows us to validate the answers of respondents.

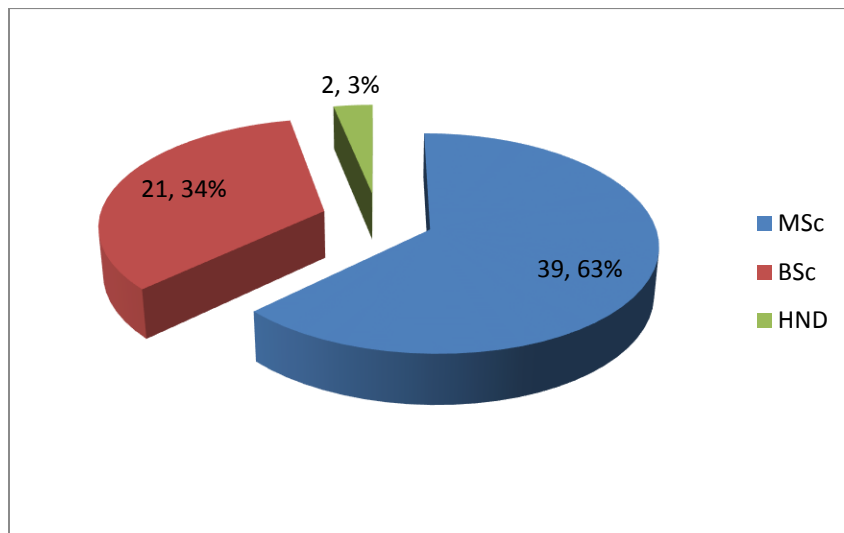


Figure 4.2: Level of Education

Source: Field survey, 2018.

All respondents were qualified to be involved in the procurement process since they have acquired the requisite academic qualification. From figure 4.2 above, all respondents have attained at least HND education with the majority attaining Master's degree, which constitutes 63% of respondents. This implies that the procurement planning of KMA is likely to be very effective since all the people involved are academically qualified and can influence the procurement process and decision making in a positive and efficient way. This also indicates that respondents have the required skills for understanding procurement practices and operations. The

failure to consider the educational level of workers has a high tendency of not understanding the risk involved in procurement as well as the inability to create value for money during the implementation of projects and programmes of the Assembly.

4.3 EFFECT OF PROCUREMENT PLANNING ON SERVICE DELIVERY.

According to (Mullins, 2003), the contribution of procurement planning in smoothing an efficient and effective service delivery in an organization is undisputed and cannot be ignored. Due to this, it was necessary to evaluate the extent to which procurement planning affects the service delivery of the Kumasi Metropolitan Assembly.

Table 4.3 The Extent to which Procurement Planning affects Service Delivery in KMA

EFFECTS	Mean	Std. Deviation	Ranking
Determines if a government entity can fulfill its needs	4.37	.487	1 ST
Accessibility of a service	4.35	.482	2 ND
Continuous improvement of service	4.35	.482	3 RD
Consistency of a service	4.31	.589	4 TH
Service delivery needs procurement planning in order to operate	4.29	.458	5 TH
Measures service delivery	4.29	.458	6 TH
Facilitates an efficient and effective service delivery	4.29	.492	7 TH
The cost of a service	4.27	.450	8 TH
Reliability of service	4.26	..477	9 TH
Success or failure of service delivery	4.26	.541	10 TH
Tangibility of service	4.18	.497	11 TH

Source: Field survey, 2018.

This section of the study seeks to establish the extent to which procurement planning affects service delivery. Many scholars and writers have emphasized on the magnitude of influence procurement planning has on service delivery. On this note the study assessed the level of agreement respondents on the points highlighted in literature using the mean score as the tool for analysis.

According to the respondents the greatest extent of procurement planning on service delivery is that it determines if a government entity can fulfill its procurement needs. This was ranked 1st

with a mean score of 4.37. This means that without procurement planning it will be nearly impossible for states and public institutions to determine their wants and needs.

It was established from the table 4.3 above that procurement planning greatly affects service delivery, this affirms (Johan, 2006) point that the concept of procurement planning and service delivery cannot be treated in isolation as service delivery needs planning to operate effectively, as this was ranked 5th with a mean score of 4.29.

The workers were asked if procurement planning can affect or determine the cost of a service. All respondents stated that indeed the cost of a service can be affected by procurement planning, with 72.6% agreeing and 27.4% strongly agreed to this point. Procurement planning has the ability of identifying high prices of a service on the market and also helps an organization not to waste money (Johan, 2006). The idea of procurement planning is to select among competitors the one that offers an efficient service at an affordable cost.

Procurement planning also measures service delivery according to respondents. None of the respondents disagreed to this point, as 71% agreed and 29% strongly agreed. This posed the question that how does procurement planning measure service delivery? According to Vereniging van Nederlandse Gemeenten International (2007), procurement planning determines whether the socioeconomic objectives of a service are met or not. Every service has a purpose and a target group, procurement planning ensures that the objectives of a service are met.

How reliable a service is can be attributed to procurement planning according to the majority of respondents, with just 1.6 who were not certain if planning can actually determine the reliability of a service. This didn't affect the fact that planning affects the reliability of a service. Goods, works or services cannot be delivered when it haven't gone through the procurement process

(Ahmed, et al., 2005). This means that the idea of procurement planning is to have a reliable and efficient system in order to deliver a service (Ahmed, et al., 2005).

The study also investigated if procurement planning can facilitate an efficient and effective service delivery. Only 1.6% of respondents were uncertain that procurement planning facilitates an efficient and effective service delivery, 67.7% agreed while 30.6% strongly agreed. The respondents supported (Johan, 2006) statement that, a person who fails to plan for service delivery plans to fail in delivering services to the public. It was established that, in order to achieve an effective and efficient service delivery, the procurement process should be well planned.

All respondents agreed that procurement planning truly determines the accessibility of a service, to a larger extent. It was identified that planning can affect the accessibility of a service with a mean score of 4.35 which was ranked 2nd. As part of the duties of procurement planning, it has to take into consideration the time and accessibility of a service. As earlier stated, procurement planning facilitates an effective and efficient service delivery. In order for a service to be effective and efficient, it has to be accessible to the people it was meant for, that is the target group.

Respondents agreed that the consistency of a service can be affected by procurement planning, with a mean of 4.31. According to the majority of respondents, the ability of procurement planning in determining the consistency is very crucial as it was high on the list of effects procurement planning has on service delivery. The tangibility of a service was ranked last, with a mean score of 4.18. This means that although procurement planning can determine how tangible

a service can be, but not to a large extent as all procurement planning can affect all stages of service delivery enlisted above done the tangibility of a service.

This points to the fact that every organization especially public institutions such as Kumasi Metropolitan Assembly depend on procurement planning in order to deliver a service. The respondents agreed with (Basheka, 2016) that, procurement planning has the potential or the ability of contributing to the success or failure of government operations especially in improving service delivery. Also procurement planning determines what a service should be used for, that is the efficacy of a service relies on planning to some extent. Procurement planning identifies the needs of the people and helps the government in providing those needs.

The findings of the result were that there exists a substantial positive relationship between procurement planning and service delivery in procurement systems. Also the magnitude of influence procurement planning has on service delivery cannot be snubbed, as procurement planning is the basis for effective service delivery.

4.4. IMPORTANCE OF PROCUREMENT PLANNING TOWARDS THE ACHIEVEMENT OF EFFECTIVE AND EFFICIENT SERVICE DELIVERY

Procurement planning plays an important role in ensuring that Kumasi Metropolitan Assembly is able to achieve an effective and efficient service delivery. It is therefore relevant to assess the level of agreement of respondents to the suggested importance of procurement planning in achieving effective and efficient service delivery.

Table 4.4 The Importance of Procurement Planning in Achieving Effective and Efficient Service Delivery in KMA.

IMPORTANCE	Mean	Std. Deviation	Ranking
Solves operational problems leading to a rush of procurement activities	4.53	.503	1 ST
Allows private sector to respond effectively to requirements	4.50	.504	2 ND
Improvement in the quality of service	4.44	.500	3 RD
Identify potential problems in service delivery	4.44	.500	4 TH
Solving the problem of product forecasting	4.40	.495	5 TH
Priorities of a Procuring Entity are adequately met	4.40	.495	6 TH
Efficient and effective use of scarce resources	4.39	.491	7 TH
Enables procuring entities to abide by time frames	4.39	.491	8 TH
Allows requirements to be aggregated	4.37	.487	9 TH
Expedites product storage and timely availability of supplies	4.36	.484	10 TH
Ensures continuous availability of products	4.31	.593	11 TH
Accomplishing maximum value on expenditure	4.27	.450	12 TH

Source: Field survey, 2018.

It was established that all the above points were the importance of procurement planning in achieving effective service delivery. As stated in the table 4.4 above the main importance of procurement planning is that it solves operational problems leading to a rush in procurement

activities with a mean score .4.53 This means that procurement planning helps district assembly to take their time in dealing with tender and other procurement activities.

Effective procurement planning allows requirements to be aggregated into bulk purchases. This is likely to attract manufacturers and wholesalers and this will attract a lower unit cost of the product. This means that, planning helps in reducing the unit cost or price for a service.

Respondents (72.6%) agreed that planning helps in accomplishing maximum value on expenditure. This implies that, procurement planning ensures that the Assembly gets value for their money. Although this is true but it was ranked as the least importance of procurement planning with a mean score 4.27

It ensures that resources are well allocated and used, this affirms why it had a mean score of 4.39 that procurement planning ensures the effective and efficient use of scarce resources. This confirms the fact funding for procurement is unlikely to be sufficient to meet all requirements, and scarce financial resources must be channeled to ensure that the priorities of procurement entities are actually met (The Rwanda Public Procurement Authority (RPPA), 2010). This means that, planning also ensures that the priorities of procurement entities are met. This is because procurement planning aims at achieving the set objectives of a service or a project.

According to the respondents, procurement planning solves the problem of product forecasting which according to (Andrea, 2009) is considered as the critical element of the procurement process. This is because planning also ensures the continuous availability of products; this is possible because the procurement team develops coordinates and ensures the implementation of the procurement process.

Procurement planning also helps in identifying potential problems in service delivery as it was ranked 4th; this is because it conducts a rapid situational analysis the supply system stop glitches that are likely to affect the achievement of an effective service delivery. Procurement planning does not only identify problems, but also solves the operational problem leading to a rush of procurement activities.

The timely availability of supplies and the expedition of product storage are guaranteed by effective procurement planning. This was affirmed by all respondents, but with a mean score of 4.36, 10th on the list. According to the respondents, the quality of a service can be improved through procurement planning to a greater extent, in the sense that it ensures that the right service is been provided at the right time at the right price. It also identifies problems and make sure that it doesn't affect service delivery. This was why respondents ranked it 3rd with a mean of 4.44.

Procurement planning allows the private sector to respond effectively to requirement; this is because before a tender is opened, all parties are provided with the needed guidelines and procedures to be followed. It also helps them to abide by time frames which are very essential in responding to the requirements effectively. Procurement planning ensures that each stage of the procurement process is being executed at the right time.

4.5 CHALLENGES IDENTIFIED IN PROCUREMENT PLANNING

Procurement planning is an effort made by the assembly in providing an efficient and effective service delivery. As any other public organization, KMA especially the actors in the procurement planning process faces a lot of challenges in performing their procurement duties. The challenges

faced during procurement planning was underlined during literature review, this is only to assess the viewpoint of respondents on these challenges.

Table 4.5: Challenges in Procurement Planning

CHALLENGES	Mean	Std. Deviation	Ranking
Adopting new procurement methods	5.32	.432	1 ST
Market determines the attainment of socioeconomic objectives of procurement	4.69	.467	2 ND
Lack of cooperation among relevant departments	4.66	.477	3 RD
Non-compliance with Policies and Regulations	4.65	.482	4 TH
Complying with government's procurement regulations	4.63	.487	5 TH
Lobbying legislative bodies to pass or alter procurement statutes	4.63	.487	6 TH
Political Interference	4.61	.491	7 TH
Influenced by culture and technology	4.61	.491	8 TH
Dealing with deceptive advertising, disclosure of product characteristics	4.61	.491	9 TH
Lack of proper Knowledge, Skills and Capacity	4.58	.497	10 TH
Inaccurate Demand Management	4.52	.504	11 TH
Loopholes related to purchases not taken on ledger charges.	4.45	.533	12 TH

Source: Field survey, 2018.

From the table 4.5 above, the challenges that were identified in the literature review conformed to that of what the workers of the Kumasi Metropolitan Assembly go through in procurement planning.

The difficulty in adapting to some of these new methods was ranked 1st in the challenges encountered during procurement planning. Embracing innovative procurement approaches such as the use of e-signature and purchase cards has been a struggle for most public institutions (Baily, 2008). According to Baily, these new approaches became necessary because of the growing influence of corruption in the procurement process, yet the solution to the cry of corruption has become a greater challenge in procurement planning.

The influence market has in the attainment of socioeconomic objectives of procurement was largely established in this study as it was ranked as 2nd on the list of challenges facing the Assembly in procurement planning with a mean value of 4.69. This kowtows with (Economic Commission of Africa, 2003) view that the demand for goods defines if or not socioeconomic aims for procural square measure achieved, or if a government or public institution can attain its objectives for delivering service; the time in which services are provided; as well as the quality and prices that products are acquired, amenities as well as principal properties. The market demand has the ability of influencing the economic heights of nations. It can determine who gets what and at the price that the market decides.

It was identified that the procurement, planning, budget & ratings, finance and works departments are mostly involved in the procurement process of the assembly. It was acknowledged that was lack of cooperation among these departments. In procurement planning all relevant departments and stakeholders have their specific duties and have to work together to

ensure effective service delivery. Planning and co-ordination of procurement will provide the opportunity to establish a framework for cost minimization and certainty of delivery (Piga & Thai, 2007).

The Compliance with policies and regulations that governs procurement has always been a bigger problem (Intaher, 2012). As indicated by Matthee (2006) as cited by (Intaher, 2012), some of the reforms concerning non-compliance with the foundations and processes relate to the propensity to not exploit a competitive method for each citations and bids, and inappropriate consumption of the predilection points scheme and this was similar to what the Kumasi Metropolitan Assembly was facing. Inadequate controls and procedures for the handling of bids; appointment of bid committee members not aligned to policy requirements; and insufficient motivation for deviations from Supply Chain Management procedures (Van Zyl, 2006).

Inaccurate demand management is a challenged encountered during procurement planning. Demand management allows departments and institutions to procure at the right time and this defines decision making. This helps in identifying opportunities and formulating strategies in order to secure the best deals available. Encountering this problem means that, the assembly is likely to acquires a service or procure a good for a higher price and this does not ensure the effective and efficient use scarce resources.

Another challenge identified was the lack of proper knowledge, skills and capacity in public procurement. As part of the requirements of procurement planning, people with requisite skills and knowledge should be involved in the procurement process. Failure to involve the right people in the procurement process affects service delivery. According to (Piga & Thai, 2007) Procurement planning also involves bringing on board people with pertinent knowledge and skills throughout the procurement process to enhance the efficiency of the process as well as the

success of the project (Piga and Thai, 2007). The assembly does not have adequate qualified personnel to undertake procurement planning. This implies the success of a service would be difficult as this problem will affect the time and effectiveness of the procurement process and it is an important independent variable in the concept of procurement (Mugenda and Mugenda, 2003).

Political interference was the one of the main problems respondents complained about. Time is a very essential factor in procurement planning as it determines what to be done and when to do it. In Ghana the frequent changes in government affect procurement planning. Usually when a new government is sworn in power, it pauses all the activities that were being executed by the previous administration. This makes it really difficult in implementing procurement planning. Also some politicians although they do not have the requisite skill set and knowledge in procurement planning, they still interrupts with the procurement process. A decent variety of politicians assume that they have the right to intervene within the procural procedures thereby resulting in unpredictable procural choices (World Bank, 2005).

Sometimes these politicians hide behind legislative bodies that lobby in their favour and influence the procurement process. Also the legislative bodies influences the process to favour people they want to help, this can be attributed to the payment of bribe. As (Balunywa, 2004) proclaims, corruption has been widespread amongst the senior civil officials to whom the general public funds meant for organic process functions can be entrusted. Corruption can affect the service delivery since it reduces the quality and quantity of the service that was meant to be delivered therefore having a negative influence on the type of service being delivered (Langseth, et al., 2006).

Dealing with deceptive advertising, disclosure of products characteristics was identified as one of the challenges of procurement planning. This is one of the external factors that affect procurement planning. This problem is caused by the failure of newspaper outlets to advertise tender on time.

The last but not the least, loopholes related to purchase not taken on ledger charges was identified as one of the challenges faced during procurement planning. Normally contract variations and the payment of uncompleted works are not accounted for. This is due to the fact that, the assembly sometimes does not abide by the Public Procurement Act (World Bank, 2005). The procurement act establishes the procurement process that needs to be followed; failure in doing this would affect the effective and efficient delivery of service.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter of the study presents the summary of findings as presented and analyzed in the chapter four, it also includes the conclusion and recommendations suggested to ensure effective procurement planning and improve service delivery.

5.2 SUMMARY OF FINDINGS

In all sixty-two people were interviewed, out of this number 6 people were from the planning unit, 5 from the procurement office, 32 people were from the finance department, 4 were from the budget and ratings department and the works department constituted 15 people. It was identified that some people occupied different positions from the department they were in. for instances the number of planning officers identified were 9 although 6 people were interviewed at the planning unit.

It was also identified that the qualification of workers plays an important role in procurement planning. As one of the challenges of procurement planning was the lack of proper knowledge, skills and capacity. Out of the 62 respondents, 39 people who constitute 63% have achieved MSc education, with 21 people who have acquired a bachelor's degree and just 2 people which constitute 3% of respondents had an HND certificate.

It was established that procurement planning affects service delivery to a greater extent. The cost of a service as well as the effectiveness and efficiency of a service can be determined by procurement planning. Also, procurement planning determines how available a service can be and serves as measuring instrument of a service.

Some of the importance of procurement planning in achieving effective and efficient service delivery was; effective planning allows requirements to be aggregated into bulk purchases at lower unit costs. Sufficient procurement planning enables the procuring entities to abide by the various time frames in the procurement process.

It was also identified that the assembly and workers involved in the procurement process, face a lot of challenges in procurement planning. Some of the challenges identified were that the Assembly was not able to comply with the policies and regulations associated with procurement planning. Also it was difficult for workers to adapt to new procurement methods, according to respondents, this was the challenge they mostly faced in performing procurement planning.

5.3 CONCLUSION

This study concludes that, in order to ensure an effective and efficient delivery of a service, procurement planning should be taken seriously. This is because the effect procurement planning has on service delivery cannot be disregarded. This has been established in the importance and the extent at which procurement planning affects effective service delivery.

Even though procurement planning influences service delivery to a greater extent, there are some challenges that are encountered in procurement planning. These challenges have to be solved or managed in order to achieve the objectives that are set for various services. Solving these problems will ensure the effective and efficient delivery of service. In the nutshell, procurement planning contributes substantially to improving service delivery and it should be treated with inordinate importance.

5.4 RECOMMENDATIONS

The recommendations made were based on the challenges that were identified during the field survey. These recommendations if followed carefully will help to solve the challenges of procurement planning.

- There is the need for relevant departments such as planning, procurement, budget, works and finance to work together. It has been established that, effective cooperation among relevant stakeholders is essential for procurement planning to be able to improve service delivery.
- The Assembly should employ adequate personnel who have enough and requisite knowledge and skills in procurement planning. Also the assembly should provide in-service training to build the capacity of existing workers. This will enable them to be able to adapt to the changing methods and the advanced technology involved in modern procurement practices.
- The procurement act and other procurement policies should clearly state that, the procurement process should be devoid from political interference. Procurement procedures should be clearly defined in a way that it wouldn't give way for political interference.

5.5 LIMITATIONS OF THE STUDY

- Time factor was a limitation encountered during this study; this did not allow us to identify other factors and strategies that affect procurement planning.
- The study was self-financed; this made it difficult in completing the research early as it was only done when money was available.

- Procurement experts that were interviewed were not involved in the procurement process at the same time and this was likely to affect the results of the study.

5.6 FURTHER RESEARCH AREAS

I recommend that a further study should be conducted on the challenges procurement professionals face in dealing with procurement planning. Also the role of all actors and departments involved in the procurement process should be further investigated.

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APPENDIX (QUESTIONNAIRE)

CHARACTERISTICS OF RESPONDENTS

1. Please indicate your department

- ☐ Procurement
- ☐ Planning
- ☐ Finance
- ☐ Works
- ☐ Budget and Ratings

2. Working Experience?

- ☐ Below 1 year
- ☐ 1-5 years
- ☐ 6-10 years
- ☐ 11-15 years
- ☐ Above 15 years

3. Please indicate your position

- ☐ Procurement Officer
- ☐ Planning Officer
- ☐ Finance Officer
- ☐ Engineer
- ☐ Budget Officer

4. Please indicate your level of education

- ☐ MSc
- ☐ BSc
- ☐ HND
- ☐ CTC, I, II, III
- ☐ Others (please specify)

SECTION A: THE EXTENT TO WHICH PROCUREMENT PLANNING AFFECTS SERVICE DELIVERY IN KMA.

Please read the following and tick the box that best represents your level of agreement on the extent to which procurement planning affects service delivery.

Select one option from: Strongly Agree (5); Agree (4); Uncertain (3); Disagree (2) Strongly Disagree (1); to answer the questions under this section.

EFFECTS	1	2	3	4	5
Service delivery needs procurement planning in order to operate					
The cost of a service					
Measures service delivery					
Reliability of service					
Facilitates an efficient and effective service delivery					
Accessibility of a service					
Consistency of a service					
Determines if a government entity can fulfill its needs					
Continuous improvement of service					
Success or failure of service delivery					
Tangibility of service					

SECTION B: THE IMPORTANCE OF PROCUREMENT PLANNING IN ACHIEVING EFFECTIVE AND EFFICIENT SERVICE DELIVERY IN KMA

The table below highlights the importance of procurement planning in achieving effective and efficient service delivery. Please express your view by ticking the box that best describe your level of agreement.

Select one option from: Strongly Agree (5); Agree (4); Uncertain (3); Disagree (2) Strongly Disagree (1); to answer the questions under this section.

IMPORTANCE	1	2	3	4	5
Allows requirements to be aggregated					
Accomplishing maximum value on expenditure					
Ensures continuous availability of products					
Expedites product storage and timely availability of supplies					
Solving the problem of product forecasting					
Efficient and effective use of scarce resources					
Improvement in the quality of service					
Priorities of a Procuring Entity are adequately met					
Allows private sector to respond effectively to requirements					
Identify potential problems in service delivery					
Solves operational problems leading to a rush of procurement activities					
Enables procuring entities to abide by time frames					

SECTION C: CHALLENGES IN PROCUREMENT PLANNING

Below are the challenges that are encountered in procurement planning, from your experience, express your opinion on the level of agreement to the following challenges.

Select one option from: Strongly Agree (5); Agree (4); Uncertain (3); Disagree (2) Strongly Disagree (1); to answer the questions under this section.

CHALLENGES	1	2	3	4	5
Loopholes related to purchases not taken on ledger charges.					
Inaccurate Demand Management					
Lack of proper Knowledge, Skills and Capacity					
Non-compliance with Policies and Regulations					
Political Interference					
Adopting new procurement methods					
Influenced by culture and technology					
Lack of cooperation among relevant departments					
Complying with government's procurement regulations					
Market determines the attainment of socioeconomic objectives of procurement					
Dealing with deceptive advertising, disclosure of product characteristics					
Lobbying legislative bodies to pass or alter procurement statutes					

THANK YOU.