THESIS TOPIC:


BY:

AKUA ASANTEWAA OHENE- ADDAE

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DECLARATION

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

………………………….       PG3105109                  ………………….       ………………….
Student’s Name            Student ID          Signature               Date

Certified by:

………………………….       ………………………….
Supervisor’ Name          Signature               Date

Certified by:

Prof. I. K. Dontwi

Head of Dept. Name        Signature               Date
ABSTRACT
The essence of an efficient public sector procurement system no doubt is to create wealth and ensure good governance and transparency. Ensuring efficiency, transparency and accountability within the procurement system as well as adherence to procurement laws backed by a corporate organization such as Kwame Nkrumah University of Science and Technology (KNUST) enhances its financial performance and corporate image. Even though the adoption of procurement policies, rules and regulations are laudable, unfortunately compliance with such policies, rules and regulations has become a problem. As a result, this study was conducted to determine the impact of procurement practices and its effect on operational performance of the University. The researcher adopted qualitative and descriptive approaches for data collection and analysis. Data from both primary and secondary sources were used. Primary data was collected through the use of structured questionnaires which were designed and administered to Heads of Department, Deans of Faculties, Provosts, procurement officials and other stakeholders. Scheduled Interviews, focus group discussions and observations were also used for data collection. It was revealed to the study that management is doing its best to improve the procurement processes. However some lapses and weaknesses exist. Based on these, the study recommends that there is the need for Management to ensure transparency in procurement activities in the University. Management should ensure the minimization of corruption, frauds and other forms of irregularities in procurements. Management should ensure continuous education of staffs of the procurement department to improve the corporate image of the University and improve its finances.
ACKNOWLEDGEMENT

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DEDICATION

I dedicate this work to God, my mother and Sister who supported me throughout the field work.
# TABLE OF CONTENT

TITLE PAGE

DECLARATION

ABSTRACT

ACKNOWLEDGEMENT

DEDICATION

TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

1.2 Statement of problem

1.3 Objectives

1.4 Research Questions

1.5 Importance of the study

1.6 Research Methodology

1.7 Scope of the Study

1.8 Limitation of the Study

1.9 Organization of the Study

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

2.2 Definition and Concept of procurement

2.3 Overview of Public Procurement

2.4 The Legal Framework of Public Procurement Reforms in Ghana

2.4.1 The Objectives and Scope of Act 663 in Procurement

2.4.2 Functions of the Public Procurement Board and Other Bodies

2.4.3 Legal and Regulatory Framework for Public Procurement in Ghana

2.5 The Procurement Cycle

2.5.1 Procurement Planning

2.5.2 Sourcing, Contracting and Contract Management

2.5.3 Storage, Distribution and Disposal

2.5.4 Evaluation of the Procurement Function and Auditing

2.6 Procurement Principles and Ethics

2.6.1 Professionalism and Transparency in Public Procurement
2.6.2 Value for Money and Competitiveness in Public Procurement

2.6.3 Accountability, Fairness and Efficiency in Public Procurement

2.6.4 Ethical Standards in Public Procurement

2.7 Sanctions

CHAPTER THREE
RESEARCH METHODOLOGY.

3.1 Profile of KNUST

3.2 Research Design

3.3 Research Population

3.4 Classification of Respondents and Sample Size

3.5 Sample and Sampling Procedure

3.6 Sources of Data

3.7 Data Collection Instruments

3.8 Data Collection Methods

3.9 Data Analysis Methods

CHAPTER FOUR
DATA PRESENTATION AND ANALYSIS.

4.1 Introduction

4.2 Response Rate

4.3 Demographic Characteristics

4.4 Respondents’ Knowledge of Procurement Practices in KNUST

4.5 Extent of Compliance with Procurement Law

4.6 Respondents’ Perception of Procurement Practices in the University

4.7 Impact of Current Procurement Practices on Performance

CHAPTER FIVE
FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

5.2 Findings

5.3 Conclusion

5.4 Recommendation

References

Appendix I

Appendix II
List of Tables

Table 3.1 Classification of Respondents.........................................................33
Table 4.1 Respondents’ Response Rate.............................................................39
Table 4.2 A table Showing Demographic Characteristics of Respondents...........40
Table 4.3 Respondents’ Knowledge of Procurement Practices in KNUST............43
Table 4.4 Extent of Compliance with Procurement Law......................................45
Table 4.5 Respondents’ Perception of Procurement Practices in the University.....48
Table 4.6 Impact of Current Procurement Practices on Performance....................50
List of Figures

Figure 1 Procurement Cycle or Goods…………………………………………………………..18

Figure 4.1 Category of Respondents in Relation to the Sample Size………………………..41
CHAPTER ONE
GENERAL INTRODUCTION

1.1 Background to the Study

The essence of an efficient public sector procurement system no doubt is to create wealth and ensure good governance in Ministries, Departments and Agencies (MDAs). It is to reduce poverty, corruption and improve the entire public financial management system. Public procurement is the process of acquiring goods, works and services at the best possible total cost, in the right quantity, quality, time and place for the benefit of society. Since procurement is the means by which public resources are protected, it is important to ensure efficiency and economy within the procurement system. It requires reforms and stringent adherence to procurement laws. Effective evaluation and monitoring of a procurement process have development impact on corporate economies of developing countries. Even though the adoption of procurement policies, rules and regulations are laudable, unfortunately compliance with such policies, principles, rules and regulations governing procurement has become a problem in most MDAs and MMDAs in Ghana.

The need for an efficient, non corrupt and transparent public purchasing system is one of the main drives behind most procurement practices reforms. Every year many funds are spent by governments of developing countries (such as Ghana) to procure works, goods and services. The need for transparency and efficiency in government purchasing has come at such a time when the economy of the country has almost come to a standstill. Several developing countries have realized that a well organized procurement system contributes to good governance. According to
Hunja (2003) compliance with procurement laws increases public confidence. An equally important reason for complying with procurement laws, procedures and processes in the view of Evenett and Hoekman (2003) is that it is a condition for gaining access to foreign markets, loans and grants.

Since independence, Ghana has attempted to address weaknesses in public procurement process through several financial laws, rules and policies. The procurement reforms have come in the form of constitutional re-engineering, Acts of Parliament, legislative instruments, administrative instructions and financial circulars. In 1960, the Government enacted the Ghana Supply Commission Act which was reviewed later in 1990 by PNDC law 245 to protect public resources in procurements. In the same year, the Contracts Act, Act 25 of 1960 was also passed. In 1976, the National Procurement Agency Decree, Supreme Military Council decree (SMCD) 55 was passed by the Supreme Military Council. In 1979, another law, the Financial Administration Decree SMCD 221 and Financial Administration Regulation (FAR) (LI. 1234) 1979 was also passed to address weaknesses in public procurements. According to Adjei (2006), all these laws, Decrees and instruments which were meant to provide a comprehensive framework to regulate procurements within the public sector did not work to achieve government objectives in procurements.

Apart from the legal frameworks, it was considered that the establishment of an effective oversight body to oversee the successful implementation of these laws will achieve procurement objectives. Ghana Supply Commission and National Procurement Agency were established only
as Central Procurement Agencies and as direct frontline procurement bodies but were not assigned oversight responsibilities in public procurement.

Procurement regimes in Ghana between 1970 and 1980, no doubt, led to a system which was characterized by lack of harmonized procedures and regulations as well as unclear institutional and organizational arrangement required in the management of the public procurement process. According to Glavee-Geo, (2008) it became clear therefore that, there was the need to critically examine the processes and procedures of public sector procurement to ensure operational efficiency and institutional capacity to address procurement issues.

Adjei (2006) reveals that public procurement between 1982 and 2002 represented about 24% of total imports of Ghana and apart from personnel emoluments, public procurements currently takes between 50%-70% of the national budget. Public Procurement continues to accounts for a significant portion of Gross Domestic Product (GDP). Therefore an improvement in the public procurement process will in no doubt create wealth and reduce procurement cost to government.

The statistics above indicate that the role of well-functioning public sector procurement in the development process of the developing nation is indisputable. Ghana’s development constraints are complex, and their resolution requires the compliance of procurement laws, rules and regulations and processes that minimize costs. The successful implementation of the laws, rules and regulations, etc depends to a very large extent on both political and permanent executive. The efficiency and effectiveness in public procurement depends also on professional/technical support provided by technocrats within Ministries, Departments and Agencies (MDA’s). (Boachie-Danquah, 2009).
1.2 Statement of the Problem

It is in the light of the challenges earlier mentioned, the government of Ghana after a major review of its public expenditure system, in 1993, decided to establish a comprehensive public financial reform programme designed to strengthen its Public Financial Management System. This reform programme known as PUFMARP, became operational in 1995 and according to Glavee-Geo, (2008) it had the objective of promoting efficiency, transparency and accountability in the public financial management system. A committee on Public Financial Management reform identified certain procurement weaknesses including the following:

1. absence of a comprehensive public procurement policy;
2. lack of legal regime to safeguard the integrity of the public procurement system;
3. absence of a central body with the requisite capability and expertise to develop a coherent public procurement policy;
4. absence of clearly defined roles, responsibilities and authority of procurement entities;
5. no rules and regulations to guide, direct, train and monitor public procurement;
6. no independent appeals process to address complaints from tenders;
7. no authority to dispose of public assets;
8. no independent procurement auditing function.

As a result of procurement shortcomings indentified before PUFMARP, the Public Procurement Act, Act 663 (2003) was promulgated to act as a new legal framework to regulate all government and public procurements within the Ghanaian economy. The Act essentially provides a
framework for developing and strengthening procurement institutions and streamlining their operational processes reduce corruption and poverty, set a guideline for private sector participation in the procurement process while enhancing transparency, accountability and responsibility.

The problem addressed by the study is that despite government’s concern for prudence in public procurements and irrespective of existence of a public procurement law:

1. some public entities have not established tender committees, tender coordination committees, etc.
2. where these committees have been established they are not functioning as they should.
3. some public entities continue to flout the provisions of the PPA (633)
4. corruption, fraud, malpractices, etc continue to go on and government is losing a lot of tax payers money on procurement

It is for this reason that the study intends to find out the impact of procurement practices and its effect on operational performance of KNUST.

1.3 Objectives of the study

The main objective of the study is to evaluate the impact of efficient procurement practices on the corporate performance of KNUST. It is to find out the extent to which procurements at KNUST have led to cost reduction, good corporate governance and improved image.

Specific objectives for the study are:
I. to ascertain whether KNUST’s procurement policies and practices are in compliance with the Public Procurement Act, act 663 (2003).

II. to examine whether transparency, accountability and responsibility exist and if in procurements in KNUST, procurements have positively impacted on the financial fortunes of KNUST.

III. to determine how procurement of works, goods and services can be improved at KNUST so as to enhance financial performance of the University.

1.4 Research Questions

In order to attain the research objectives the following questions are posed:

1. are procurement activities of KNUST in conformity with the Public Procurement Act, Act 663?

2. do procurement activities at the university minimize corruptions, frauds and irregularities as intended by the Procurement Act, Act 663 (2003)?

3. how have cost reductions, transparency and accountability been achieved in procurements and how have these impacted on the financial fortunes or otherwise of KNUST?

4. what can be done to improve procurement in KNUST?

1.5 Importance of the Study

This study is important because it will contribute to knowledge and development of literature in the subject area under investigation; and serve also as a basis for further research for all those interested in the topic.
It will also provide a framework for ensuring effective procurement practices in KNUST so as to enhance good corporate governance through transparency and accountability.

It is expected that the study will help the government especially the Ministry of Education and University Council in regulating procurement activities of public universities in the area of efficient procurement practices. It would also influence national and corporate procurement policies which would be of relevance to other public institutions and would also serve as a guide on what strategies to adopt in efficient procurement practices.

1.6 Research Methodology

The research data will be gathered from both primary and secondary sources. Primary data would be collected through the use of structured questionnaires which would be designed and administered to Heads of department, Deans of Faculties, provosts, procurement officials and other stakeholders. Scheduled Interviews will be another research instrument through which primary data would be obtained. Stakeholders like suppliers and contractors would be interviewed for input on this study. Another instruments that will be used for data collection is telephone conversations with respondents who due to lack of time can not answer questionnaires. Secondary data will be extracted from relevant textbooks, newspapers, reports/articles, journals, bulletins and documents within the University and elsewhere.

Purposive simple random sampling method will be used in selecting the sample sizes from various actors and stake holders engaged in procurement in the University. Due to lack of time and resource constraints, a proportionate number of suppliers, contractors and staff will be sampled for collection of research data.
1.7 Scope of the Study

The study was conducted to determine the impact of procurement practices on the operations of KNUST. It is a field study which collects research data on procurements only and will not cover other financial issues and academic life of the university. It examines only procurement practices as stated under the Public Procurement Act, Act 663. The study relates to procurement of works, goods and services to determine whether or not they are in conformity with guidelines set out in the Public Procurement Act, Act 663.

1.8 Limitation of the Study

Under the Public Procurement Act, Act 663, all MDAs and MMDAs are to procure works, goods and services in compliance with the Act. Unfortunately not all MDAs and MMDAs will comply with the provisions of the law. This study is limited to KNUST because the researcher has a close association with it. It is also limited to KNUST to watch with close eyes the quantum of money spent on procurements. The institution incurs big sums of money in procurement of works, goods and services to enable it meet vision, mission and objectives stated in its strategic plan. The study considers that an efficient and effective procurement system is sine qua non of growth and expansion of the University.

Constraints that have faced the study are the following:
1. the unwillingness of some management and procurement officials of various departments, faculties and colleges to release information which would enrich the study and also establish a strong validity and reliability of the research data.

2. limited financial resources and lack of available data and materials have made it difficult for the researcher to undertake such a study.

3. the researcher has to combine academic work with her regular profession work and family life; these have tendered to delay the research.

4. costs of printing, photocopying, binding and inadequate time are other constraints that have faced the research.

1.9 Organization of the Study

The research work is organized into five (5) chapters.

Chapter one is about the introduction of the study. It looks at the background to the study, the objectives of the study and the statement of the problem. It also briefly looks at the research questions, scope and limitations of the study. Chapter two presents the relevance on the subject. Literature is reviewed according to the research questions and objectives of the study. Chapter three highlights the methodology used in collection of the research data. It explains the research design. It also gives details about the population, research sample and sampling procedures used in the study. It explains the research instruments, methods of data collection and data analysis plan. Chapter four is the data presentation and analysis. Chapter five presents the findings, conclusion and recommendations for the study.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter is devoted to the literature review on procurement practices in the public sector and for the purpose of orderly presentation; the study reviewed related literature such as those which impinged on the research problem, definition and concepts of procurement management systems, public service poor service quality delivery and its management and improvements.

Literature review of this study provides a foundation upon which a research is built to confirm, compliment, counter or establish any new trends that possibly might have emerged. This research proceeds accordingly to review literature that is relevant to the research topic

2.2 Definition and Concept of Procurement

Cole (2007) defines procurement as the purchase of merchandise or services at the optimum possible total cost in the correct amount and quality. He further reiterated that Procurement can also be simply defined as the procedure in which goods or commodities are bought when prices are low.

According to the Business Dictionary (2011), “Procurement” is the overarching function that describes the activities and processes to acquire goods and services. Importantly, and distinct from “purchasing”, procurement involves the activities involved in establishing fundamental requirements, sourcing activities such as market research and vendor evaluation and negotiation of contracts. It can also include the purchasing activities required to order and receive goods.
Procurement is the acquisition of works, goods and/or services. It is favorable that the goods/services are appropriate and that they are procured at the best possible total cost of ownership to meet the needs of the purchaser in terms of quality and quantity, time, and location. Corporations and public bodies often define procurement as the processes intended to promote fair and open competition for their business while minimizing exposure to fraud and collusion (Wikipedia, 9th May, 2011).

The process of acquisition of goods or services required as raw material (direct procurement) or for operational purposes (indirect procurement) for a company or a person can be called procurement. The procurement process not only involves the purchasing of commodities but also adopting quality and quantity checks. Usually, suppliers are listed and pre-determined by the procuring company. In the view of Cole (2007), this makes the process smoother, promoting a good business relationship between the buyer and the supplier.

The synonyms for procurement, which are gain, purchase, buy, and acquire, can throw light on the meaning of procurement. The process of procurement may differ from company to company, and a government institution may have a slightly different procurement process compared to a private company. The procurement procedure may differ according to the product and the uses of the product. Healthcare equipment needs to be efficient and reliable, and the procurement process is carried out meticulously in order to avoid the purchase of faulty apparatus. Another important factor that is usually included in the definitions of procurement is the amount in which the product is bought. This is important because the amounts of goods bought are inversely proportional to their cost. Thus, procurement is a process that is carried out by almost every
company and individual for its own personal gain or for profits, which involves buying of commodities by choosing the appropriate bidder (ibid).

### 2.3 Overview of Public Procurement

Thai (2001) mentions that public procurement has a long history. He traces this history where the earliest procurement order dates from between 2400 and 2800 B.C with a procurement order written in red clay tablet found in Syria. Coe (1987), reveals that the order was for ‘50 jars of fragrant smooth oil for 600 small weights in grain’. Other evidence of historical procurement includes the development of the silk trade between China and a Greek colony in 800B.C. Pegnato (2003) states that the importance of public procurement cannot be overstated in view of the huge financial outlays that are usually involved. It is estimated that United States federal procurement figure is around US$200 billion per annum while Coggburn (2003) put the combined level of state and local government’s procurement value at more than US$1 trillion. Thai and Grimm (2000) estimated government’s collective purchasing at around 20% of GDP while for developing countries, Nicol (2003) puts the figure at 15% of GDP. As Thai (ibid) concludes, public procurement is an important function of government as the huge outlays has a great impact on the economy and needs to be well managed. Arrowsmith (1998) adds that procurement is an important tool for achieving economic, social and other objectives.

Due to the importance of public procurement in both economic and social development, Thai (2001) mentions that the World Bank’s Procurement under IBRD loans and IBRD credits specifies four major concerns or objectives of public procurement for projects funded by its loans:
1. ensuring that the loan is used to buy only those goods and services needed for the project;
2. ensuring fair competition for all qualified bidders from the World Bank’s eligible countries;
3. promoting transparency or integrity, and
4. encouraging development of indigenous contractors and manufacturers by allowing local buyers to build in a margin of preference for local contractors and manufacturers.

In the promotion of procurement transparency and integrity, Barden (2006) posits that transparency in procurement is important to assure the trust and confidence in the procurement system and that it is important to assure vendors that the opportunity to supply goods and services are offered on a level playing field while avoiding corrupt influences. He mentions further that transparency in procurement can be achieved by public agencies through the following strategies:

1. use of effective advertising;
2. public bid opening procedures;
3. effective bid evaluation criteria;
4. independent evaluation methods consistent with the stipulations of the bidding documents and
5. the awarding of contracts to qualified vendors having submitted the lowest evaluated bid without negotiations;
6. the publication of award results; fair and speedy protest and dispute resolution handling processes and

7. disclosure of signed contracts and prices.

Schapper et al., (2006) make a strong case for the use of technology to enhance transparency in procurement. Shadrach and Ekeanyanwu (2003), suggests that e-commence helps in the enhancement of procurement transparency. This can be achieved through effective audit for the great volume of simple low value transactions while for high value complex procurement processes, the key transparency features included: public access to up-to-date policies, information on bidding programs, standardized documentation and lodgment of bids, progress of tender evaluation and announcement of outcomes. Schapper et al (ibid) and Shadrach and Ekeanyanwu (2003) therefore concluded that for high value procurement processes, transparency is strengthened through direct public disclosure of all stages of the procurement process while low value procurement is strengthened primarily through improved audit capabilities. But unfortunately, public procurement reforms programs in developing countries do not incorporate technology with respect to e-commerce but mostly the reformation of the regulatory and management processes of the procurement systems for efficiency, value for money and compliance. This is affirmed by Schapper et al., (2006): who states that ‘….enhanced procurement transparency from the application of technology to procurement delivery directly what volumes of regulations seek to do indirectly and often tenuously’.
2.4 The legal framework of public procurement reforms in Ghana

The Government launched the Public Financial Management Reform Program (PUFMARP) in 1996 with the aim of improving the overall public financial management in the country. In 1999, the Government established the Public Procurement Oversight Group to manage the development of a comprehensive public procurement reform programme. The Public Procurement Bill was drafted in 2002 and this was passed into law on 31st December 2003 as the Public Procurement Act of 2003, Act 663 (Adjei, 2006).

2.4.1 The objectives and scope of Act 663 in Procurements

The main objectives of Act 663 are to harmonize public procurement processes in the public service, is to secure judicious, economic and efficient use of state resources and to ensure that public procurement functions undertaken within the public sector are fair, transparent and non-discriminatory. The Act makes reference to procurements financed wholly or partly from public funds; with respect of procurement of goods, works, services and contract administration. Reference is also made to disposal of public stores and equipment and procurements financed by funds or loans taken by the government of Ghana, including foreign aid funds. Act 663 however has some exceptions and does not apply to some situations such as:

a. where the Minister decides that alternative procedures are in the national interest

b. where a loan or funding agreement specifies alternative procedures and excludes stores management and/or distribution.

(Source: Republic of Ghana Public Procurement Act, Act 663).
2.4.2 Functions of the Public Procurement Board and Other Bodies

The Public Procurement Act establishes bodies such as the Public Procurement Board, Entity Tender Committees and Tender Review Boards. It specifies rules for procurement methods, procedures, appeals by tenderers and disposal of stores. It states offences and applicable penalties. It also specifies procurement thresholds in schedules to the Act. It also authorizes the issues of regulations, which are enforceable under the Act. The Act mentions the roles of various institutions such as the central management agencies; Ministries, Departments and Agencies (MDAs), subverted agencies and governance institutions. Others includes state owned enterprises; public universities, schools, colleges and hospitals, the Bank of Ghana and financial institutions owned or where government is a majority shareholder as well as institutions established by Government for the general welfare of the public.

2.4.3 Legal and regulatory framework for public procurement in Ghana

The basic structure of the legal and regulatory framework of public procurement in Ghana consists of the Public Procurement Act 663 of 2003; Public Procurement regulations, Public Procurement manual; Standard tender documents and Guidelines to assist public procurement practitioners. Figure 1; below illustrate the structure of the legal framework of the public procurement in Ghana. Under Act 663 section 97, procurement regulations are to be issued by the Minister of Finance and the Public Procurement Authority. They contain detailed rules and procedures for all aspects of the procurement system; the operations of the Public Procurement Authority and the procurement entities and the conduct of procurement activities (Public Procurement Board, 2007)21. As part of the legal framework of Act 663, the Public Procurement Board is authorized to issue guidelines and to provide supplementary guidance on specific topic
that are needed to help streamline the conduct of public sector procurement in Ghana. The legal framework also covers the issue of standard tender documents and manual for the conduct of procurement by the Public Procurement Board.

(Source: Republic of Ghana Public Procurement Act, Act 663).

By the Act, the standard documents are to be issued by the Procurement Board and are to be listed in Schedule 4 of the Act 663. The standard tender documents comprise of standard invitation and contract documents for procurement of all values. It includes standard tender documents for goods, works and services. The manuals issued by the Public Procurement Board provides practical guidance and step by step procedures for executing procurement functions in accordance with Act 663 and with standard forms to assist in procurement record keeping (Public Procurement Board, 2007).

2.5 The Procurement Cycle

The procurement cycle is more or less a road map of the activities within procurement function. It establishes key activities required at every stage of the procurement process while at the same time providing a benchmark for the monitoring and evaluation of the process by procurement monitors and evaluators. The procurement cycle model emphasizes activities occurring within the entire supply chain and not just procurement as shown in Figure 2. Though the Act did not stress on the storage and distribution functions of the supply chain, the law’s emphasis on the disposal of stores, plant and equipment makes it imperative to include all activities of the supply chain. These procurement activities consist of the
following: Planning, sourcing, contracting, contract management, storing, distribution, disposal and evaluation.

(Source: Republic of Ghana Public Procurement Act, Act 663).

Figure 1: Procurement Cycle for Goods

2.5.1 Procurement planning

The procurement plan lays out the details of the procurement process, and the steps that will be required. The procurement plan should identify the following, which will then be reflected in the request for tender and in the contract itself.

- Goals and objectives of the procurement
- Potential service providers
• Contract duration
• Procurement approach
• Payment approach
• Scope of services required
• Contract monitoring and evaluation
• Tender format
• Tender evaluation
• Procurement schedule
• Cost estimate.


Procurement plan is used to provide information about the purchase of goods and services, how vendors will be chosen, what kind(s) of contract(s) will be used, how vendors will be managed, and who will be involved at each stage of the process. This document should be approved by appropriate individuals before the actual procurement process begins. The Act provides for procurement planning activity under Part 3 section 21 which stipulates as follows:

(1) a procurement entity shall prepare a procurement plan to support its approved programme and the plan shall indicate:

   (a) contract packages,
   (b) estimated cost of each package,
   (c) the procurement method
   (d) processing steps and time
(2) a procurement entity shall submit to its tender committee not later than one month to the end of the financial year the procurement plan for the following year for approval.

(3) after budget approval and at quarterly intervals after that, each procurement entity shall submit an update of the procurement plan to the tender committee.

(4) the procurement entity shall send to the Tender Review Board, procurement notices for contracts and procurement plans above the threshold stipulated in Schedule 3 for publication in the Public Procurement Bulletin.

(5) a procurement entity shall not divide a procurement order into parts or lower the value of a procurement order to avoid the application of the procedures for public procurement in this Act.

(Source: Republic of Ghana Public Procurement Act, Act 633).

It is very important to note that procurement entities need to plan their procurement for the coming year by 30th of November of the preceding year, reviewed and approved by their entity tender committees and updated every quarter (Public Procurement Board, 2007). This comes under the planning within the procurement cycle. It is equally important to note that the procurement opportunities are to be published in the Public Procurement Bulletin and there should be no room for splitting of contracts so as to avoid the application of the procedures stipulated in the Act. Hence, during the first phase of the procurement cycle, procurement requirements are specified by the user. The strategy to be used is decided including ‘make or buy’ decisions; Funding decisions are taken; the applicable rules and methods to use are considered and then a time table for procurement process prepared.
2.5.2 Sourcing, contracting and contract management

The sourcing phase in the procurement cycle follows from the selected method of procurement. Activities within this phase include pre-qualification of potential suppliers, preparation and issue of tender documents, requests for quotations or requests for proposals; evaluation of responses and the selection of the successful tenderer not forgetting the fact that negotiations may be required at this stage. A contract then follows where a formal contract document is drawn up using the agreed terms and conditions and signed by both parties. Simpler requirements may use a purchase order or where framework contracts exist, contracting may consist of a call-off order under the existing contract.

The awarded contract must be managed to ensure that both the buyer and the supplier perform their contractual obligations. Activities here may include expediting delivery; establishing letters of credit; making arrangements for receipt and installation of goods; verifying documentation and making payments. Works contracts on the other hand may require technical supervision by an engineer while contracts for consultancy services often require the direct participation of the buyer or client organization as is in the case of training, technical advice or feasibility studies (The PPA Act, Act 663, 2003).

2.5.3 Storage, Distribution and Disposal

Storage comes in when goods procured are not being used immediately and therefore the need to store them to ensure that no damage or loss occurs. The timely availability of goods can be very crucial to an organization’s operations. Goods may require specialized storage facilities or may have very limited shelf life so the effective storage, handling and management of stock levels are
important. Goods in storage need to be delivered to their final destination for usage according the requirements of the customer or end-user. Distribution may involve complex in-country supply chains with delivery to multiple regional stores facilities or end-user sites.

There may also be the need to respond to varying user demands and to transport goods through difficult environments and terrain with very poor infrastructure (The Public Procurement Act, Act 663). With respect to disposal, unserviceable, obsolete or surplus stocks may have to be disposed of and depending on the nature of the goods and their condition may be sold by public tender or auction, transferred to another public organization or destroyed. It is important to make appropriate adjustments to accounts to reflect the value of the goods disposed off and any income that may have been generated during the disposal.

2.5.4 Evaluation of the Procurement Function and Auditing

According to the public procurement Act, it is important for procurement practitioners to evaluate the procurement process to see how efficient and effective the procurement processes have been. There is the need to identify weaknesses and problems for corrective measures and evaluation may include a formal procurement audit. A formal procurement audit is done to give assurance to management; to see if objectives are being achieved; it highlights deficiencies; ensures compliance with the Public Procurement Act 663; ensures if the regulations are being followed to the latter and helps in the discovery of irregularities, fraud, and corruption. A formal audit also helps in performance monitoring and improvement and in the enforcement of the rules and regulations and subsequent prosecution of those who are found culpable of non-compliance with the Act. A formal auditing of a procurement process has the following actors: auditors, the
Clause 91 of the Public Procurement Act 663 states as follows:

1) the Auditor-General shall conduct annual audits of the procurement activities of entities and shall furnish copies of reports on the audits to the Board upon request from the board.

2) the Auditor-General shall also carry out specific audits into the procurement activities of entities and compliance by contractors, suppliers and consultants with the procurement requirements in the Act and regulations made under the Act at the request of the Board.

3) the statutory audit of procurement activities may be relied upon by the Board to institute measures to improve the procurement system.

The types of audits that can be undertaken are: compliance with policies and procedures; value for money; fraud/irregularities which may include forensic auditing and performance monitoring. Audits can be carried out pre-contract, post-contract or on a continuous basis (PPA Board Bulletin (2000).

2.6 Procurement Principles and Ethics

The basic objectives of good procurement are to procure the right quality of goods, works or services from a reliable supplier in the right quantity ensuring cost effectiveness. Procurement items are to be delivered at the right time, to the right place, in the right quantity and at the right price whilst achieving the lowest total cost.

In the achievement of the objectives of a good procurement system the following factors are of utmost importance: Professionalism; Transparency; Value for money; Competitiveness and
Accountability. Other factors include Fairness; Efficiency and ethical approach to the conduct of procurement functions.

2.6.1 Professionalism and Transparency in Public Procurement

According to Adjei (ibid), procurement professionalism refers to the vocation whereby educated, experienced and responsible procurement officers make informed decisions regarding procurement of works, foods and services and argues that the role which procurement professionals play in the procurement system of the Ghanaian economy is critical to the economic development of the country. It is therefore in recognition of this fact that one important object of the Public Procurement Board is to promote professionalism in procurement and provide the professional development, support for individuals and MDAs engaged in public procurement. The Board is to ensure adherence to ethical standards by trained persons in procurement processes.

Transparency in procurement on the other hand means making the procurement process open to all suppliers and contractors of goods, works and services and that the procurement process is open for all stakeholders and interested parties to see. Adjei (ibid) mentions that transparency requires the creation of open and fair method of acquisition of goods, works and services. Transparency leads to the growth of in-country investments and competitiveness and the public sector is seen as a responsible business partner. Transparency is considered one of the best deterrents to corruption and it provides access to information to the public.
2.6.2 Value for Money and Competitiveness in Public Procurement

Value for money refers to the optimum combination of ‘whole life cost’ and ‘quality’ to meet customers or the end-users requirements of the procured goods or service under consideration.

Value for money is a way of comparing alternatives for the supply of goods and services. Assessing value for money includes consideration of a number of factors. These include the contribution to the advancement of Government Priorities, cost related factors such as whole-of-life and transaction costs as well as non-cost factors such as fitness for purpose, quality, service and support, and sustainability considerations.


The concept of Value for Money (VFM) in everyday life according to R. Glendinning, (1988) is easily understood as not paying more money for a good or service than ensuring that its quality or availability justifies the procurement.

In relation to public spending it implies having a concern for economy, efficiency and effectiveness. In procurement the concept of value for money refers to cost minimization, output maximization and full attainment of the intended results. The practical conclusion is that policy makers in procurements must frame precise aims so that at least there are some criteria with which to compare results. That is there should be laid down values and a means of measuring these values. VFM requires that steps must be taken to ensure that procurement activities of public sector organizations are in conformity with these values.
The concept of VFM also reflects in the price of the item procured. It is the responsibility of a Public Procurement Board according to Adjei (ibid) ‘to harmonize the processes of public procurement in the public service so as to secure a judicious, economic and efficient use of state resources in public procurement’. This principle of value for money in the procurement system is emphasized by the Act.

Competitiveness in procurement on the other hand refers to the active participation of the relevant private sector and or suppliers and contractors in the procurement process. As Glendinning mentions competitiveness in procurement is achieved through advertising of tenders, sourcing reviews, prequalification and the adoption of transparent procedures in the procurement systems. He adds that the benefits of competitiveness in procurement cannot be over emphasized. It makes potential savings for the economy, increases in the supplier interest and develops local industries within the economy. Barrows et al (2003) posits that competitiveness in procurement eventually leads to economic development and poverty reduction because corruption and frauds in procurements are avoided or at least minimized.

2.6.3 Accountability, Fairness and Efficiency in Public Procurement

Accountability, fairness and efficiency are three cardinal pillars that procurement reforms seek to achieve in that a very fair and accountable procurement system helps in the efficient utilization of the state resources judiciously. Barrows (2003) concludes that procurement practitioners need to be very fair in their day-to-day dealings with their suppliers and potential bidders and the public at large in order to earn the trust of the various actors within the procurement system.
Thompson (1991) defines accountability as the process of holding an individual or an organization fully responsible for actions and inactions for functions they are engaged in over which they have authority to exercise their discretions. Thompson outlines the benefits of accountability and fairness as follows:

I. the strengthening of the perception of transparency and fairness.

II. the reduction of the incidence of corruption.

III. the development of mutual trust and the fact that procedures are adhered to in all stages of the tendering process.

2.6.4 Ethical Standards in Public Procurement

Heady et al (1996) say that ethics has to do with upholding moral principles and values which influences an individual’s beliefs, actions and decisions. It involves leading an unquestionable lifestyle especially within the professional domain. Schapper et al (2006) mention that in the procurement system, ethical standards and considerations are very important for the following reasons:

a. procurement staff act as representatives of their organizations in dealing with suppliers in a likened principal-agent theory;

b. excellent ethical conduct is exhibited in dealing with suppliers and contractors;

c. it creates a good buyer-supplier relationship;

d. procurement officers are more exposed to acting ethically than most other employees.

(Ghana Government PPA Act 663, 2003, Section 32).
To ensure good ethics in procurement, Section 86 of the Public Procurement Act, Act 663 (2003), requires the Procurement Board to publish and compile code of conduct for procurement activities. According to the Act, officials and their immediate families must not sell goods and services to their own agency for ethical reasons. Ethics requires officials not to disclose to any third party confidential or proprietary information. It requires further that officials are to avoid conflict between their personal financial interests and their official duties and are not to accept directly or indirectly any gift from any person or entity which has or seeks to obtain a contract with their own agency, department or ministry.

(Source: Republic of Ghana Public Procurement Act, Act 633).

Section 32 of the Act 663 places emphasis on ethics in procurement and therefore states that a procurement entity shall reject a tender, proposal, offer or quotation if the supplier, contractor or consultant that submitted it offers, gives, or agrees to give, directly or indirectly to any current or former officer or employee of the procurement entity or governmental authority, a gratuity of any form, an offer of employment, or any other thing of service or value as an inducement with respect to anything connected with a procurement entity and procurement proceedings (Public Procurement Act, 2003). Section 32(2) states that, ‘a procurement entity shall record any such attempt in its record of proceedings and immediately notify the Public Procurement Board of any attempt to influence an award of contract or performance of a contract (Ghana Government PPA Act 663, 2003).

The Act indeed has cautions against corruption in procurement between procurement officers and suppliers and contractors simply because corruption increases the cost of procurement to taxpayer and the procurement entity.
The private sector is not exempted from responsibility to act ethically and transparently in procurement proceedings with the Government of Ghana. For this reason the Act requires tenders to sign a formal declaration before being allowed to participate in any procurement process (Ghana Government PPA Act 663, 2003).

2.7 Sanctions

The adherence to the provisions of the Act and Regulations by public officials is obligatory and therefore failure to do so is considered an offence which is subject to sanctions. According to Section 92 of the Public Procurement Act 633 (2003), officials suspected of non-adherence to the rules and regulations and found guilty following investigations would be suspended and his or her benefits including salary withheld while officials found misappropriating government funds regardless of the value are to be summarily dismissed. Hence Section 92 of Act 663 (2003), establishes that contravention of any provision of the Act is an offence and stipulates the penalties to be applied while Section 93 of the Act defines corrupt practices in terms of article 284 of the Ghanaian constitution, and the Criminal Code of Ghana, Act 29 (1960).

Act 663 also stipulates that any tenderer, supplier, contractor or consultant who attempts to influence a procurement process, or the administration of a contract by any unfair method, will be subject to sanctions which may include debarment of the company from Government of Ghana contracts. In an assessment of procurement systems in developing countries, Hunja (2003) found out that the abuse of procurement systems arises largely due to weak or inconsistent enforcement of the prevailing rules and regulations. He says that the weak enforcement of procurement rules was clearly reflected by the dissonance between prevailing (formal) rules and
what actually takes place in practice during the procurement process. Hunja (ibid) further argues that public entities usually go the extra length to create a semblance of formal compliance with procurement procedures and other requirements while seriously compromising the intent and spirit of such rules.

Ambiguities and gaps in the rules also lead to different interpretations requiring revisions and reviews. The lack of enforcement therefore can be traced to weaknesses in the procurement rules and therefore Hunja (2003) suggests a multi-faceted approach like for instance

a. strengthening the right of bidders to obtain redress when public entities breach the rules.

b. and ensuring greater transparency into the procurement decision that constitute the process as well as other institutional oversight mechanisms such as procurement audits.

Hunja (2003) concludes that when it comes to the enforcement of procurement rules and regulations the mechanisms of enforcement should not become a barrier so as to make the system inefficient, bureaucratic and costly. The non-compliance to procurement rules and regulations do not help in the achievement of the objectives by which procurement reform programmes are implemented. Non-compliance of procurement rules therefore is considered a major hindrance to the effective implementation of any such procurement laws.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Profile of KNUST

The Kwame Nkrumah University of Science and Technology succeeded the Kumasi College of Technology which was established by a Government Ordinance on 6th October, 1961. It was however, opened officially on 22nd January, 1952 with 200 Teacher Training students transferred from Achimota, to form the nucleus of the new College. In October, 1952, the School of Engineering and the Department of Commerce were established and the first students were admitted. From 1952 to 1955, the School of Engineering prepared students for professional qualifications only. In 1955, the School embarked on courses leading to the University Of London Bachelor Of Engineering External Degree Examinations. A Department of General Studies was also instituted to prepare students for the Higher School Certificate Examinations in both Science and Arts subjects and to give instruction in such subjects as were requested by the other departments. As the College expanded, it was decided to make the Kumasi College of Technology a purely science and technology institution. In pursuit of this policy, the Teacher Training College, with the exception of the Art School, was transferred in January, 1958, to the Winneba Training College, and in 1959 the Commerce Department was transferred to Achimota to form the nucleus of the present School of administration of the University of Ghana, Legon.

In December, 1960, the Government of Ghana appointed a University Commission to advise it on the future development of University Education in Ghana, in connection with the proposal to transform the University College of Ghana and the Kumasi College of Technology into an independent University of Ghana. Following the report of the commission which came out early
1961, Government decided to establish two independent Universities in Kumasi and at Legon near Accra. The Kumasi College of Technology was thus transformed into a full-fledged University of Science and Technology by an Act of Parliament on 22nd August, 1961. The University of Science and Technology was officially inaugurated on Wednesday, 20th November, 1961. The University’s name was changed to University of Science and Technology after the Revolution of 24th February, 1966. However, by another act of Parliament, Act 559 of 1998, the University has been renamed Kwame Nkrumah University of Science and Technology, Kumasi.

The procurement office of the University formally known as the suppliers and stores department was established and inaugurated in 2004 after the passage of the Public Procurement Act, Act 663 (2003) to see to all procurement activities.

3.2 Research Design

This research is a systematic field investigation into the impact of efficient procurement practices in KNUST. It is intended to provide information for procurement policy reform within the University.

It is a field of study which adopts descriptive and exploratory approaches for data collection. It identifies the relevant research population made up of stakeholders such as suppliers, contractors, university administrators and other staff of the university (KNUST).

The study uses non-probability or judgment random sampling approach to select a sample size and respondents for data collection. Various research instruments are used to collect data from primary and secondary sources. Tables, figures, and graphs are used to present and analyze the research data gathered from primary and secondary sources.
3.3 Research population

The research population included University Council members, top management of the central administration, staff of the Finance Office, Internal Audit Department, College Provosts, Deans, Heads of Departments, contractors, suppliers and consultants.

Since the population is too large, the study used sampling technique to select respondents for the administration of questions, interviews and discussion on issues related to procurement in the university.

3.4 Classification of Respondents and Sample Size

For the purpose of this study, respondents were classified into the following categories.

Table 3.1 Classification of Respondents

<table>
<thead>
<tr>
<th>Category of Respondents</th>
<th>Number selected</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Central management in the Administration</td>
<td>10</td>
</tr>
<tr>
<td>2. Provosts</td>
<td>6</td>
</tr>
<tr>
<td>3. Deans</td>
<td>6</td>
</tr>
<tr>
<td>4. HODs</td>
<td>10</td>
</tr>
<tr>
<td>5. Accounts staff/storekeepers</td>
<td>13</td>
</tr>
<tr>
<td>6. Audit staff</td>
<td>5</td>
</tr>
<tr>
<td>7. Procurement Officers and storekeepers</td>
<td>10</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

This gives a sample size of 60 respondents for administration of questionnaires and interviews. Out of the sixty (60) structured questionnaires administered to selected Departments, Faculties, Colleges and schools, fifty (50) completed questionnaires were returned to the researcher representing about eighty-three percent (83%) of the questionnaires administered. The success of the responses was achieved as a result of frequent visits to the various Colleges, Faculties and Departments to ensure that the questionnaires were answered, completed and retrieved.
3.5 Sample and Sampling Procedure

KNUST is a university of the public sector and it will be very difficult and impossible to undertake such as survey without sampling. Sampling techniques were therefore used to determine the sample size. According to Punch (1998), one cannot study everyone, everywhere, doing everything and so sampling decisions are required not only about which people to interview or which events to observe, but also about settings and processes. In view of this, randomly selected procurement practitioners from the various colleges and faculties within the university were selected for the study.

The purposive sampling technique was adopted. The intention was to gain an insight into the phenomena hence, the need to choose personnel who are connected with the procurement practices in the University.

Again, Purposive sampling was used to select the respondents from the Colleges, Faculties, Departments and elsewhere for the study. This decision was guided by the fact that even though there are other state Universities in Ghana, KNUST was chosen for the study because its procurement practices are not known to many people. Colleges and Departments in the University were chosen through the use of the quota sampling technique. This method of sampling therefore ensured that procurement practitioners in the Colleges, Faculties and Departments, as well as supervisory and managerial staff were equally represented and interviewed. Prior to the administration of questionnaires and interviews, Provosts, Deans and Heads of the Colleges, Faculties and Heads of Departments were contacted for permission. A request for procurement practitioners and professionals list were sought and obtained from the Colleges, Faculties and Departments.
3.6 Sources of Data

The study made an extensive use of both primary and secondary sources of information from selected public institutions. The primary sources of data include information that was gathered from the questionnaires that were administered to the respondents. The advantage of using primary data is that, they are more reliable since they come from the original sources and are collected especially for the purpose of the study. The secondary sources of data included annual reports, brochures and manuals. A number of both published and unpublished materials on public procurement in general from journals and articles as much as possible were used.

3.7 Data Collection Instruments

Data collection instruments used to collect data for the studies were questionnaires and interviews. Structures and unstructured questions were prepared and administered. The nature of the questionnaires was such that they helped respondents to provide relevant responses. Other instruments used for data collection were observations, focus – group discussions and telephone conversations with key stakeholders such as the procurement Director, Finance officer and provosts.

3.8 Data Collection Methods

The data collection was done by visiting individual colleges, faculties and departments with a questionnaire. The researcher introduces herself to the members of Colleges, Faculties and Department and was directed to the appropriate persons in charge of procurement. Some Colleges and Schools of the University had full-fledged Procurement Departments while others use the University’s Procurement Committee for approval of procurements. Questionnaires were
left with the appropriate personnel in charge of procurement for the necessary responses. The completed questionnaires were subsequently collected latter. The responses were edited and coded for proper use. In all 85% of the questionnaires and responses were considered relevant to the study.

The data collection method using the collection instruments were done as follows;

The researcher had to request for face-to-face interviews with key respondents and other procurement practitioner for responses which will compliment those received through questionnaires. Through the interviews qualitative data were collected from respondents. Personal observations were also made during conducted procurement committee sittings. Care was taken in order not to be bias but to come out with objective interpretations of how procurement of works, goods and services were conducted. The researcher used focus – group discussions consisting of ten respondents. The discussions centered on procurement practices to determine how transparent they were and occurrence of possible weaknesses.

3.8 Data Analysis Method

In the view of Emery and Couper (2003), raw data obtained from a study is useless unless it is transformed into information for the purpose of decision making. The data analysis involves reducing the raw data into a manageable size, developing summaries and applying statistical inferences. Consequently, data collected from primary and secondary sources were edited to detect and correct, possible errors and omissions. The analysis was done also to ensure consistency across responses received from respondents.

Data collected via questionnaire administration, interviews and interactions with other officials, as well as statistical records on procurements practices and its effect on corporate performance
pointers were collated and analyzed using the appropriate statistical techniques such as distribution tables, percentages, bars and pie charts. The Microsoft Excel was used. Information such as specific comments and issues raised by respondents were also analyzed and summarized into tables.
CHAPTER FOUR
DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents the data collected and their analyses. The percentage index technique was used to analyze the research objectives. The technique helped the researcher to assess respondents’ knowledge of procurement practices in KNUST, examine the extent of compliance with Procurement Law, assess respondents’ perception of procurement practices in the university, and examine the effect of current procurement practices on the operations of the University.

4.2 Response Rates

The study used a sample size of sixty respondents from the case institution. These respondents were drawn from various Colleges, Faculties and Departments of KNUST. Table 4.1 depicts the response rate from the seven selected groups of respondents. Respondents drawn from staff of procurement office and internal audit, other staff and community members, as well as contractors and consultants described here as category ‘B’ respondents. Their responses were analyzed with tables, figures and graphs.

Table 4.1  Respondents’ Response Rates

<table>
<thead>
<tr>
<th>Category of Respondents</th>
<th>Number selected</th>
<th>Response Rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Central management in the Administration</td>
<td>10</td>
<td>93%</td>
</tr>
<tr>
<td>2. Provosts</td>
<td>6</td>
<td>93%</td>
</tr>
<tr>
<td>3. Deans</td>
<td>6</td>
<td>93%</td>
</tr>
<tr>
<td>4. HODs</td>
<td>10</td>
<td>93%</td>
</tr>
<tr>
<td>5. Accounts staff/storekeepers</td>
<td>13</td>
<td>92%</td>
</tr>
<tr>
<td>6. Audit staff</td>
<td>5</td>
<td>92%</td>
</tr>
<tr>
<td>7. Procurement Officers and storekeepers</td>
<td>10</td>
<td>92%</td>
</tr>
<tr>
<td>Total</td>
<td><strong>60</strong></td>
<td><strong>648</strong></td>
</tr>
</tbody>
</table>

Source: survey data (2011)
4.3 Demographic Characteristics

The demographic characteristics of respondents used in the study include gender, age, and number of years respondents have been associated with the university. Discussing these relevant variables provide an overview of the sampled sixty from the various categories of respondents in the research area. As indicated in Table 4.2, 25 respondents, representing 31.2% were within the age interval (20-30) years, 23.8% of the respondents fell within the age bracket (30-40), 28.8% of the respondents were within (40-50) and 13 out of the total respondents representing 16.2% were all above 50 years interval.

This age distribution depicted in Table 4.2 shows that, majority of the respondents sampled were within the age interval 30-40 years. Also an appreciable number of the respondents were aged within 20-30 years interval which in general shows somehow youthful aged workers in KNUST. The gender of respondents was also sampled. From Table 4.2, 69% respondents sampled were male and 31% of them were females. This outcome therefore shows that perhaps, KNUST has more male employees involved in procurements.

Respondents’ number of years experience in the University was considered relevant. It was revealed that majority of the respondents representing 50% had worked for 1-5 years, 25% had worked for 6-10 years, and 15% had worked for more than 15 years. This explains that, majority of the respondents had been associated with the university for more than 10 years and know the procurement process. The relatively long period of association of respondents to the university is indicative of the extent of respondents’ knowledge of the impact of procurements on the University.
The breakdown of all selected respondents with respect to the demographic characteristics is shown in Table 4.2.

**Table 4.2: A Table Showing Demographic characteristics of Respondents**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Category</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>20-30</td>
<td>25</td>
<td>31.2.</td>
</tr>
<tr>
<td></td>
<td>30-40</td>
<td>19</td>
<td>23.8</td>
</tr>
<tr>
<td></td>
<td>40-50</td>
<td>9</td>
<td>28.8</td>
</tr>
<tr>
<td></td>
<td>Above 50</td>
<td>7</td>
<td>16.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
<tr>
<td>Gender</td>
<td>Male</td>
<td>55</td>
<td>69.0</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>5</td>
<td>31.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
<tr>
<td>Years of experience</td>
<td>1-5</td>
<td>30</td>
<td>50.0</td>
</tr>
<tr>
<td></td>
<td>6-10</td>
<td>15</td>
<td>25.0</td>
</tr>
<tr>
<td></td>
<td>11-15</td>
<td>8</td>
<td>10.0</td>
</tr>
<tr>
<td></td>
<td>Above 15</td>
<td>7</td>
<td>15.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Survey data, 2011*
4.4 Respondents’ Knowledge of Procurement Practices in KNUST

This section examines respondents’ knowledge of Procurement Practices in KNUST. The percentage index was adopted to analyze the various responses from respondents described in this study as category ‘B’ respondents, which comprises staff, members of the community, internal auditors, staff of the procurement office, consultants and contractors.

Table 4.3 shows that respondents in management positions such as HODs, Deans and Provosts were categorical that their Colleges, Faculties and Departments had procurement plans that are strictly adhered to. Most category ‘B’ respondents corroborated this claim by the management, therefore recording a positive mean score of 0.51. This positive mean score was recorded on the level of respondents’ agreement with the above statement. The breakdown revealed that 65% agreed to the statement whiles 35% did not. All respondents from Colleges, Faculties and Departments said that they advertise their works, goods and services which are to be procured.
Evidence of previously advertised works was cited by these respondents. Management further backed this claim with samples of works which were in the process of being advertised.

Notably however, most respondents who are not in management did not share this opinion, thus a negative mean score was recorded. The breakdown revealed that 50% agreed with the statement that all procurements are advertised whiles the other 50% disagreed with the statement that Colleges, Faculties and Departments advertise works, goods and services which are to be Procured”. 30% of respondents said that management usually used sole sourcing which prevents competitive bidding. In their opinion such procedures do not indicate transparency.

According to these 30% respondents, sole sourcing in procurements in their Colleges, Departments and Faculties is inconsistent with the main objectives of Act 663. To them sole sourcing does not secure judicious, economic and efficient use of state resources and to ensure that public procurement functions undertaken within their College, Faculty and Department is not fair, transparent and non discriminatory.

A positive mean score of 0.51 was also recorded on respondents’ opinion on whether a College, Faculty or Department has a Procurement Committee. The questionnaires revealed that 75% agreed that each Colleges, Faculties and Departments has a Procurement Committee whiles the remaining 25% disagreed to the same statement (see table 4.3). This is an indication that respondents generally believed that procurement committees exist in the various Departments, Faculties and Colleges. This corroborated the position by management on the existence of a central procurement committee and Faculty, College and Departmental procurement committees.
Further, a positive mean score of 0.65 was recorded in connection with the statement that Colleges, Faculties and Departments have Tender Evaluation Panels. A break down showed that 36% agreed with the statement with 64% disagreeing with the statement. The position by respondents on sole sourcing is a strong indication that adequate structures, in compliance with procurement practices in the university, have not been instituted. They consider that Tender Evaluation Panels should be set up since it is necessary for effective procurement performance in an institution such as the KNUST.

Table 4.3 Respondents’ Knowledge of Procurement Practices in KNUST

<table>
<thead>
<tr>
<th>Statements</th>
<th>Response</th>
<th>Total</th>
<th>Mean Scor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your College, Faculty or Department have a procurement plan</td>
<td>65%</td>
<td>35%</td>
<td>100%</td>
</tr>
<tr>
<td>The procurement plan been made available to all Staff?</td>
<td>50%</td>
<td>50%</td>
<td>100%</td>
</tr>
<tr>
<td>Your College, Faculty or Department advertise goods and services which are to be Procured?</td>
<td>50%</td>
<td>50%</td>
<td>100%</td>
</tr>
<tr>
<td>Your College, Faculty or Department have a Procurement Committee?</td>
<td>75%</td>
<td>25%</td>
<td>100%</td>
</tr>
<tr>
<td>Your College, Faculty or Department have a tender evaluation panel?</td>
<td>36%</td>
<td>64%</td>
<td>100%</td>
</tr>
<tr>
<td>Your College, Faculty or Department have a tender evaluation panel?</td>
<td>89%</td>
<td>11%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Survey data, 2011
4.5 Extent of Compliance with Procurement Law

An assessment was conducted on the extent of compliance with procurement law in the university. The objective was to establish whether compliance level to procurement law and procedure meet standards. Findings therefore considered management positions and the perception of category ‘B’ respondents.

In connection with the first statement, respondents in top management such as Provosts, Deans and HODs) responded that they are not responsible for approving the procurement. According to them they initiated the process and the approval was left to the procurement committees and appropriate bodies. They however admitted that they make significant contributions. Respondents consisting of Account Officers and other staff members, however did not share this opinion by management. In their opinion, Provosts, Deans and HODs are directly involved in any significant procurement in the university. In effect to the question “Is the Provost, Dean, HOD responsible for making the procurement” recorded a positive mean score, contrary to what was revealed by management (see table 4.4).

A break down showed that 89% strongly agreed with the statement whiles 11% disagreed with the statement. The position by respondents suggests interference in the work of procurement committees and appropriate bodies responsible for procurement.

The question “Does your College, Faculty or Department prepare pre-qualification documents before procurement is made” recorded a mean score of 0.41. The breakdown revealed that 73% of respondents strongly agreed with the statement whiles the remaining 27% disagreed. The 27% of respondents stated that due procurement procedure is not followed. This is particularly so with
procurement from non-VAT registered persons. It is obvious therefore that some respondent in the survey do not have confidence in the procurement processes of the university. The statement of these respondents is also consistent with the earlier assertion by some respondents that College, Faculties and Departmental heads resort to sole sourcing instead of competitive bidding.

According to respondents who are at Procurement Office and the Internal Audit Department, “quotations are requested from suppliers and contractors before procurements are made”. They said that “tender meetings are held or conducted before tenders are opened”. To them, “tender applications written for tenders” all proves that procurement procedures are duly followed for procurement works, goods and services.

In assessing the level of compliance with the procurement law, a positive mean score of 0.30 was recorded in connection with whether or not bribes are paid before tender applications are processed” and whether or not corruption takes in the procurement activities in the university. Respondents who are in Management indicated that bribes are not received for any tender application processed by a College, Faculty or Department. 69% of staff respondents strongly agreed with the statement whiles 31% disagreed with the statement that bribes are not offered by tenders.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Response</th>
<th>Total</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Provost, Dean, HOD is responsible for making the procurement.</td>
<td>89%</td>
<td>11%</td>
<td>0.71</td>
</tr>
</tbody>
</table>
Procurements are approved by Procurement Committees. | 80% | 20% | 100% | 0.31
---|---|---|---|---
Your College, Faculty or Department prepares pre-qualification documents before procurement is made. | 73% | 27% | 100% | 0.41
Your procurement is consistent with procurement methods of the university. | 63% | 37% | 100% | 0.50
Quotations are requested from suppliers and contractors before procurements are made. | 68% | 32% | 100% | 0.45
Tender meetings are held or conducted before tenders are opened. | 74% | 26% | 100% | 0.43
You write application for a tender. | 74% | 26% | 100% | 0.55
Bribes are paid before tender applications are processed. | 69% | 31% | 100% | 0.30

Source: Survey data, 2011

4.6 Respondents’ Perception of Procurement Practices in the University

The study further examined the general perception of respondents on procurement practices in the university. This objective aimed at establishing the perceived role of procurement in the university.

Most respondents generally believed that the procurement law is applied on a moderate level in procurements in the university. This was established when the statement “The procurement law is generally applied in procurements” recorded mean score of 0.46. The conclusion drawn here is that although the law is used in some instances, in many other instances, it is largely ignored (see table 4.5).
Respondents generally believed that the procurement law is generally useful to the university. This was established when a positive mean score was recorded for the statement “The procurement law is generally useful to the university”. A break down showed that 80% strongly agreed with the statement whiles 20% disagreed with the statement.

However, a mean score of 0.71 was recorded of respondents’ opinion on whether the procurement law avoids or minimizes procurement problems. However some respondents believed that the law, given its complexities, creates extra difficulties which eventually create room for corrupt practices to occur. A break down revealed that 85% strongly agreed with the statement while 15% disagreed with the statement.

As to whether or not the procurement law minimizes frauds and other forms of irregularities, the study recorded a negative mean score of 0.51, an indication that respondents believed that the procurement law does not minimize fraud and other forms of irregularities in procurement in the university. On the contrary, about 10% of respondents felt that in addition to the complexities the law has introduced, it has also created the opportunity for corrupt activities to be engaged in.

On the question as to whether or not the procurement law delays procurement through compliance with the procurement law, about 80% of respondents said that the law saves money for the university. They however added that corruptions in procurements occur irrespective of existence of procurement law. As to whether or not procurements in the university are not transparent all respondents recorded a positive mean score ranging from 0.51 to 0.65. This finding suggests the need for appropriate methodologies to be applied to strengthen the procurement process in the university to ensure that the full benefit of the procurement law is derived from procurement practices in the university.
### Table 4.5 Respondents’ Perception of Procurement Practices in the University

<table>
<thead>
<tr>
<th>Statements</th>
<th>Response</th>
<th>Total</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Procurement laws are generally applied in procurements.</strong></td>
<td>Yes: 85%</td>
<td>15%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>The procurement law is generally useful to the university.</strong></td>
<td>Yes: 80%</td>
<td>20%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>The procurement law minimizes frauds and other forms of irregularities.</strong></td>
<td>Yes: 90%</td>
<td>10%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>The procurement law avoid or minimize procurement problems.</strong></td>
<td>Yes: 85%</td>
<td>15%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Procurement law delay procurements</strong></td>
<td>Yes: 75%</td>
<td>25%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Compliance with the procurement law saves money for the university.</strong></td>
<td>Yes: 75%</td>
<td>25%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Corruptions occurs in procurements irrespective of existence of procurement law.</strong></td>
<td>Yes: 36%</td>
<td>64%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Procurements in the university are not transparent.</strong></td>
<td>Yes: 89%</td>
<td>11%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Source:** Survey data, 2011

### 4.7 Impact of Current Procurement Practices

The fourth objective of the study was to examine the impact of current procurement practices on performance of Colleges, Faculties and Departments. As suggested by Adjei (2006), public procurement accounts for 14% of Gross Domestic Product (GDP). Thus an improvement in the public procurement process will in no doubt create wealth and reduce poverty.
In connection with the question as to whether procurement in the university generally efficient, a mean score of 0.41 was recorded, suggesting that the procurement law and its use have not ensured the desired level of efficiency in procurement practices in the university. Table 4.6 indicates that in the view of respondents the University is infringing on procedures and processes outlined in the procurement law.

65% of respondents in management and 95% actors in procurement in the University are of the view that the impact of an efficient procurement system will reduce poverty and corruption as well as create wealth and ensure good governance. They added that an efficient procurement in the University will improve the financial management system. The respondents added that since procurement is the means by which the University’s resources are spent, ensuring efficiency within the procurement system by means of reforms and stringent adherence to the laws and effective evaluation and monitoring, the financial impact can be seen in making savings and acquisition of quality goods, works and services.

Commenting on the impact of an efficient procurement in the University, most respondents believed that waste of resource has been controlled to some appreciable extent. This was in response to the question “Has financial waste largely been controlled as a result of current procurement practices” The response recorded a mean score of 0.51. A breakdown revealing that 85% confirmed this to be true whiles 15% disagreed with the question.

On the incidence of corruption, 20% respondents did indicate the prevalence of corruption in procurement practices in the university. This was established in response to the question “Has incidence of corruption been minimized in procurement”? As allude to in focused-group discussions, respondents perceived an increased level of corruption as a result of current procurement practices. However, the general perception was held by all respondents that
transparency and accountability have generally improved in procurement in the university, although the level, as suggested in the discussion was described as inadequate.

Respondents who are suppliers and contractors in the survey mentioned that a very important impact of transparent procurement in the University is that it provides the opportunity to supply goods and services at competitive prices on a level playing field devoid of corruption and irregularities. Respondents who are in top management of the University mentioned that the greatest impact of an efficient procurement in the University are various constructional works such as the new buildings of the Law School, Physics Department, the Science block and the Library block which houses the Institute of Distance Learning. They described the impact as positive even though some level of corruption, frauds and irregularities continues to exist.

Table 4.6 Impact of Current procurement practices on performance

<table>
<thead>
<tr>
<th>Questions</th>
<th>Response</th>
<th>Total</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is procurement in the university generally efficient?</td>
<td>Yes 53%</td>
<td>No 47%</td>
<td>100% 0.41</td>
</tr>
<tr>
<td>Has waste largely been controlled as a result of current procurement practices?</td>
<td>Yes 85%</td>
<td>No 15%</td>
<td>100% 0.51</td>
</tr>
<tr>
<td>Has incidence of corruption has been minimized in Procurement?</td>
<td>Yes 25%</td>
<td>No 75%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Transparency and accountability have generally improved in procurement in the university.

<table>
<thead>
<tr>
<th></th>
<th>73%</th>
<th>27%</th>
<th>100%</th>
</tr>
</thead>
</table>

**Source:** Survey data, 2011
CHAPTER FIVE

FINdings, CONclusions AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the findings of the survey from which conclusions are drawn and for which recommendations are made to key actors in procurement of works, goods and services at KNUST. The view is that having identified the weaknesses and strengths in procurement at the University Council, the Vice-Chancellor, College Provosts, Deans and Heads of Departments will do everything to convert procurement weaknesses into strengths and build upon the strengths.

5.2 Findings

The study has revealed that long before the passage of the Public Procurement Act, Act 663 (2003) KNUST had put in the necessary structures and mechanisms to ensure transparency, accountability and responsibility in procurement of goods, works and services.

The establishments of a centralized Procurement Committee about twenty years ago attest to this fact. The committee was assigned the responsibility to scrutinize and approve procurement in the various Colleges, Faculties and Departments. To-day the Procurement Committee of the University continues to supplement the activities of the Tender Board and Tender Evaluation committee in procurement of works, goods and services.

The study has also revealed that all key stakeholders and actors in procurement at the University are conversant of not only the procurement process but also provisions of the Public Procurement Act, Act 663 (2003) as well as the rules, regulations and procedure to be followed in procurement.
In compliance with the provisions of Act 663, it has been revealed to the study that various Colleges, Faculties and Departments have procurement plans and the Director of Procurement of the University ensures that procurement are made within procurement plans. Procurements by Colleges, Faculties and Department are made strictly according to the threshold as stated in the Act. Procurements are made only when funds are available.

The study has also revealed top management staffs who are spending officers such as Provost, Deans and Heads of Department only initiate procurement activities but do not execute procurement activities. The procurement committee of the University, the tender board, the tender evaluation committee, the vice chancellor and the internal auditor scrutinize procurement procedures and processes, quality and quantity of goods, works and services as well as credibility of suppliers and contractors before procurement are made. These give the university value for money in procurements.

The study detected that procurement from sole sources and from non VAT registered persons are likely to be tainted with bribery, corruption, frauds and irregularities. Self interest of key actors in procurement cannot be ruled out but can also not be proved.

Few stakeholders do not have confidence in the procurement process because some Provosts, Deans and Heads of Departments indirectly influence procurement in their Colleges, Faculties and Departments. Some amount of corruption in the procurement activities exist in the university, although management suggested otherwise, indicating that bribes are not received for any tender application processed.
It was also revealed that Act 663 creates some difficulties in procurement especially with items procured in the open market. This eventually creates room for corrupt practices to occur. In this context, the procurement law does not minimize fraud and other forms of irregularities in procurement in the university. Appropriate methodologies can be infused in procurement to strengthen the procurement process in the university. This will ensure that the full benefit of the procurement law is derived from procurement practices in the university.

The procurement law as applied in the Colleges, Faculties and Departments does not ensure the desired level of efficiency in procurement practices in the university. However transparency and accountability have generally improved in procurement in the university, even though much improvement is expected.

The Internal Audit Department does conscious verification of works, goods and services before and after procurement requisition and acquisition are made. Adverse audit findings relating to procurement had decreased. No staff of the University has been disciplined for procurement offense within the last seven years. Consequently the corporate governance and corporate image of the University has been enhanced.

The application of procurement practices in the University as required by Act 663 has made some savings to Colleges, Faculties and Departments. This has been possible because the practices have minimized frauds, corruption and irregularities. As a result of savings made in procurement, the University has put up many academic and residential structures within the period 2004 to 2011. Acquisition of furniture and equipment has increased over the period.
5.3 Conclusion

Based on the findings of the study a conclusion of the study is drawn. Despite the presumed efficiency in procurement process in KNUST, the study concludes that there are some weaknesses in the procurement practices in the University. Some levels of malpractices, frauds, irregularities and corruption exist and the University should have the will and capacity to control them. The University can build on gains achieved in transparency and accountability.

The need for an efficient, non corrupt and transparent public purchasing system are the main drives behind most of the University’s procurement practices reforms in procurement of works, goods and services.

The Vice-Chancellor and his top management in the University are willing to use Act 663 to protect the public resource and this will surely make the University a true center for excellence in science and technology education.

5.4 Recommendation

On the basis of the findings and conclusions made above the recommendations below are made for consideration and implementation by respective key actors in the procurement of works, goods and services in the University.

Provosts, Deans and Heads of Departments should stop interferences in procurement since such behaviors do not give value for money to the University in procurement.

Advertisement should be intensified so as to maximize a higher benefit from competition.
The Procurement Office should continue to educate all key actors in the conduct of procurement activities in a professional way.

There should be independent evaluation methods consistent with the requirements of the bidding process.

The University should continue to award contracts to qualified vendors who submit the lowest evaluated bid without negotiations. Award of contracts for the procurement of works, goods and services should be published.

In the case of the Procurement Committee, Tender Board and Tender Evaluation Committee, they should insist on effective advertising for award of all contracts. They should adopt effective bid evaluation criteria to give the University value for money. They should ensure that protests and dispute resolutions are fair and speedy.

The Vice-Chancellor should ensure that interference from Provosts, Deans and Heads of Departments are minimized or even avoided in procurement. He should make it a point that procurement of goods, works and services from sole sources and from non-VAT registered suppliers and contractors are credible and without frauds and irregularities. He should task the Internal Auditor to investigate cases of alleged corruptions and malpractices in procurement.
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APPENDIX I

RESEARCH TITLE: THE ASSESSMENT OF THE IMPACT OF EFFICIENT PROCUREMENT PRACTICES ON THE CORPORATE PERFORMANCE OF A PUBLIC INSTITUTION (KNUST).

Questionnaire for deans of faculties and heads of departments.

Introduction:

The research is to examine the assessment of the impact of efficient procurement practices on the corporate performance of a public institution (KNUST). It is strictly for academic purpose and information given will be kept confidential and will go a long way to help the successful analysis of the work. Please read through the following questions and answer them accordingly. Your response will be needed and your anonymity will be ensured.

Please tick your answer

A. Personal Information

1. Gender of respondent.

   Male [ ] Female [ ]

2. Age of respondent.

   16 – 30 years [ ] 31 – 45 years [ ] 46 – 60 years [ ] 61 years and above [ ]

3. Level of education

   Primary education [ ] Junior Secondary/middle education [ ]

   Senior Secondary education [ ] Tertiary education [ ]

   Others (specify)…………………………………………………………………………………

4. Which faculty or department do you belong to? …………………………………………. 
5. How long have you been with your faculty or department?

Less than 5 years [ ]  5-10 years [ ]  more than 10 years [ ]

**B: Compliance of Procurement Law**

1. How was procurement functions conducted in your outfit prior to the coming into force of the Public Procurement Act 2003 (Act 663)?

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

2. The law stipulates that each procurement entity should have a tender committee.

 In your activities at KNUST would you say this provision is being complied with?

 Yes [ ]  No [ ]

3. Please provide reason for your choice of answer above.

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

4. Does inspection by Public Procurement Authority practitioners have any influence on the behavior to comply with the rules and regulations?

 Yes [ ]  No [ ]

5. Please provide reason for your choice of answer above.

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

6. To what extent are the rules and regulations of the Public Procurement Act been enforced?

 Excellent [ ]  Good [ ]  Satisfactory [ ]  Poor [ ]  Very Poor [ ]
7. How knowledgeable are the procurement stakeholders with respect to the procurement rules and regulations?

   Excellent [ ]  Good [ ]  Satisfactory [ ]  Poor [ ]  Very Poor [ ]

8. What can be done to make compliance of the law by the various entities successful?

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

9. What are the reasons for the high compliance rate with respect to some entities?

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

10. What are some of the reasons for the low compliance rate with respect to some entities?

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

11. In your opinion do you think the knowledge gap about the provisions of the law has an influence on the rate of compliance by the various entities? If so, in what ways do you think they influence compliance?

    THANKS YOU.
APPENDIX II

RESEARCH TITLE: THE ASSESSMENT OF THE IMPACT OF EFFICIENT PROCUREMENT PRACTICES ON THE CORPORATE PERFORMANCE OF A PUBLIC INSTITUTION (KNUST).

Questionnaire for procurement practitioners.

Introduction:

The research is to examine the assessment of the impact of efficient procurement practices on the corporate performance of a public institution (KNUST). It is strictly for academic purpose and information given will be kept confidential and will go a long way to help the successful analysis of the work. Please read through the following questions and answer them accordingly. Your response will be needed and your anonymity will be ensured.

Please tick your answer

A. Personal Information

6. Gender of respondent.
   Male [ ]  Female [ ]

7. Age of respondent.
   18 – 30 years [ ]  31 – 45 years [ ]  46 – 60 years [ ]  61 years and above [ ]

8. Level of education
   Primary education [ ]  Junior Secondary/middle education [ ]
   Senior Secondary education [ ]  Tertiary education [ ]
   Others (specify)....................................................................................................

9. Please state your faculty, department or unit.............................................................
10. How long have you been with your department/unit/faculty?

Less than 5 years [ ]  5 -10 years [ ]  more than 10 years [ ]

B. Assessment of Practitioners’ Capacity and Ability to perform.

1. Practitioners must have basic knowledge about the objectives of the new procurement Act 663.
   True [ ]  False [ ]

2. Only those familiar with procurement rules in this office are allowed to carry out procurement tasks.
   True [ ]  False [ ]

3. Should procurement work functions be done only by practitioners with academic or professional qualifications?
   Yes [ ]  No [ ]

4. Are the procurement rules and regulations clearly stated and easily understood?
   Yes [ ]  No [ ]

5. How often should procurement training programs be organized for the staff?
   Weekly [ ]  Monthly [ ]  Quarterly [ ]  Yearly [ ]

6. The procurement knowledge base of other stakeholders (suppliers, other buyers, etc) has an impact on procurement functions organized in this office.
   True [ ]  False [ ]

7. Staffs frequently participate in procurement training programs.
   True [ ]  False [ ]
C. Application of Sanction for non-compliance

1. Are workers in your organization usually sanctioned for non-compliance with procurement rules and regulations?
   Yes [   ] No [   ]

2. Are sanctions usually effected immediately after the violation of the rules?
   Yes [   ] No [   ]

3. Are sanctions effected in privacy?
   Yes [   ] No [   ]

4. Are the reasons for sanctions made known to employees?
   Yes [   ] No [   ]

5. The stipulated sanctions are known to the employees.
   True [   ] False [   ]

6. Does penalties stipulated in the procurement law lead to fear of violating the rules?
   Yes [   ] No [   ]

7. Practitioners consider the benefits against the cost of not complying with the procurement rules and regulations?
   True [   ] False [   ]

D. Attainment of Corporate objective through Procurement

1. Does adherence to your organization’s specific directives entails the breach of procurement.
   Yes [   ] No [   ]

2. Does your organizational rules match with the applied procurement regulations?
3. Is it possible to achieve organizational objectives while adhering to procurement rules without violating laid down rules?
   Yes [    ]  No [    ]

4. How do available procurement rules facilitate the achievement of our organization objectives?
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………

E: Effect of Procurement on Corporate Performance

1. How has procurement practices impacted on your financial and operational activities?
   Excellent [    ]  Good [    ]  Satisfactory [    ]  Poor [    ]  Very Poor [    ]

2. Does the university always receive value for money in the area of procurement
   Yes [    ]  No [    ]

3. Please provide reason for your choice of answer above.
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………

4. Has the decisions and actions of other staff in your unit compromised your efforts to adhere to the established procurement rules?
   Yes [    ]  No [    ]

5. Is it difficult to achieve organization’s goal without undermining other goals?
   Yes [    ]  No [    ]

6. Please provide reason for your choice of answer above.
7. Does the achievement of organizational goal influence your procurement practice?

Yes [  ]    No [  ]

8. The achievement of organization’s goal is assigned the highest priority.

True [  ]    False [  ]

9. Pressure from other interested parties influences our compliance behavior with the laid
   down rules.

Yes [  ]    No [  ]

10. Please provide reason for your choice of answer above.


11. How would you rate the procurement practices of KNUST?

Excellent [  ]    Good [  ]    Satisfactory [  ]    Poor [  ]    Very Poor [  ]

F. Delivery condition of procured goods and services.

1. What methods are used for the purchases of goods and services in your outfit?

Proforma invoices [  ]    Impress [  ]    Others (Specify)……………………………..

2. Are goods and services purchased delivered on time?

Yes [  ]    No [  ]

3. What happens to procured goods and services?

Damages [  ]    Lost [  ]    Other [  ]

4. Purchased goods or services are not recorded on time (late recording of deliveries).
G. Recommendation

Please provide any recommendation that would enhance transparency, good corporate governance through procurement practices at KNUST.

THANK YOU.