

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

**Community Participation in Procurement as a Tool for Poverty Alleviation in
Ghana: A Case Study of Ghana Social Opportunities Project (GSOP).**

by

Samuel Dompere (BTech, MTech Construction Technology)

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

MASTER OF SCIENCE

JUNE 2016

CERTIFICATION

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

Dompre Samuel
(PG 1768414)

.....
Signature

.....
Date

Certified by:

Dr. Gabriel Nani
(Supervisor)

.....
Signature

.....
Date

Certified by:

Prof. B.K Baiden
(Head of Department)

.....
Signature

.....
Date

ABSTRACT

Community participation in procurement is very important especially in developing countries like Ghana because it brings project sustainability. Procurement must achieve certain specific social objectives, such as, alleviating poverty, developing local entrepreneurship, creating employment etc. as a result, it is desirable in selected project component to call for the participation of the local communities to increase the utilisation of local know-how, goods and materials or employ labour-intensive. But since the coming into force of the public procurement Act the good people of Ghana still complain of serious unemployment issues and extreme poverty. It is against these shortcomings that the study was conducted. The study employs a case study which is a qualitative study design. The main instruments used for the data collection were interviews and examination of documents. It was revealed that income-earning employment was created for 64,400 persons through community participation in procuring labour in the country and put a total of GHc 644,000.00 into individual pockets. The study revealed that the community produced productive labour. Took part in the selection of their project and were also involve in the monitoring and inspection of the project. They participated in site meetings and played accountability role. The results and discussions from the study have clearly confirmed the fact that community participation in procurement is very necessary for a developing country like Ghana. It also provides the opportunity for people in the community to get income-earning employment to improve their living conditions. The community participation in procurement as practiced by GSOP allowed the communities to select their own project, provide labour to carry out the work, use their local materials but not their local knowledge. The roles they play contributed greatly on alleviation of poverty

TABLE OF CONTENTS

CERTIFICATION	ii
ABSTRACT	iii
TABLE OF CONTENTS.....	iv
LIST OF TABLES	vii
ACKNOWLEDGEMENT	viii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	2
1.4 Research Questions.....	3
1.3 Aim and Objectives of the Study	3
1.3.1 Aim of the Study	3
1.3.2 Objectives of the Study.....	4
1.5 Methodology of the Study	4
1.6 Significance of the Study.....	4
1.7 Limitations of the Study	5
1.8 Scope of the Study	5
1.9 Organization of the Study	5
CHAPTER TWO	6
LITERATURE REVIEW	6
2.1 Introduction.....	6
2.2 Definition of Procurement	6
2.3 Procurement Process before Act 663, 2003 of the PPA.....	8
2.4 Objectives of Procurement	9
2.5 World Bank Procurement Methods.....	10
2.5.1 International Competitive Tendering	10
2.6 Other World Bank Methods of Procurement	10

2.6.1 Limited International Bidding (LIB)	10
2.6.2 National Competitive Bidding	10
2.6.4 Shopping	11
2.6.5 Framework Agreements	11
2.6.6 Direct Contracting	11
2.6.7 Force Account	12
2.6.8 Procurement from United Nations Agencies	12
2.6.9 Procurement Agents and Construction Managers	12
2.6.10 Inspection Services	12
2.6.11 Procurement in Loans to Financial Intermediary Institutions and Entities	13
2.6.12 Procurement under Public Private Partnership (PPP) Arrangements	13
2.6.13 Performance Based Procurement	13
2.6.14 Procurement under Loans and Payment Obligations Guaranteed by the Bank	13
2.6.15 Community Participation in Procurement	14
2.6.16 Use of Country Systems	14
2.7 Procurement Methods in Ghana	14
2.7.1 Competitive Tendering	14
2.7.2 Two-stage Tendering	15
2.7.3 Restricted tendering	15
2.7.4 Single-source Procurement	15
2.7.5 Request for Quotations	16
2.8 Rising Unemployment	16
2.9 Poverty	17
2.10 Roles Communities play in procurement of works and goods	18
2.11 Poverty alleviation strategies	18
2.11.1 Government Interventions	18
2.11.2 Youth in Agric Programme (YIAP)	19
2.10.3 GYEEDA	19

2.11.4 Skills development for employment creation	19
2.11.5 Millennium Development Goals (MDG).....	19
2.11.6 Community participation in Procurement.....	19
2.12 Benefits of Community participation in procurement	20
CHAPTER THREE	21
METHODOLOGY	21
3.1 Introduction.....	21
3.2 Study Area	21
3.3 Research Design	21
3.4 Population.....	21
3.5 Sampling Size and Sampling Procedure.....	21
3.6 Research Instrument	22
3.7 Conduction of interviews.....	22
3.7.1 Roles played by Communities in procurement of Works and Goods.....	23
3.7.2 Roles Communities play in Procurement that Result in Poverty Alleviation.....	23
3.7.3 Determine the relationship between Community Participation in Procurement and Poverty Alleviation	24
3.8 Pre-Test of Instrument	24
3.9 Method of Data Analysis	24
CHAPTER FOUR: PRESENTATION OF RESULTS, ANALYSIS OF RESULTS AND	25
DISCUSSION	25
4.1 Introduction.....	25
4.2 Data presentation and Analysis.....	25
4.2.1 Response Rate.....	25
4.2.2 Demographic Characteristics of Respondents	25
4.2.2.1 Age of Top Managers of GSOP	25
4.2.2.2 Sex of top manager of GSOP	26
4.2.2.3 Working Experience of Top Managers of GSOP.....	26

4.2.2.4 Educational Status of GSOP Top Managers	27
4.2.2.5 Age of Community participants.....	28
4.2.2.6 Sex of Community participants	28
4.2.2.7 Educational Status of Community participants	29
4.2.3 Role of Communities in Procurement of Works and Goods	30
4.2.3.1 Discussion.....	32
4.2.4 Role of communities that Result in Poverty Alleviation	33
4.2.4.1 Discussion.....	34
4.2.5 Relationship between Community Participation in Procurement and Poverty Alleviation	35
4.2.5.1 Discussion.....	36
CHAPTER FIVE	37
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS ...	37
5.1 Summary of Findings	37
5.2 Conclusion	39
5.3 Recommendation	39
REFERENCES	41
1	41
APPENDIX 1.....	43
APPENDIX 2.....	44
APPENDIX 3.....	45
APPENDIX 4.....	46
 LIST OF TABLES	
Table 4.1: Age Distribution of Top Managers of GSOP	28
Table 4.2: Sex Distribution of top manager of GSOP	28
Table 4.3: GSOP Top Manager’s work experience	29
Table 4.4: GSOP Top Managers’ educational level	29

Table 4.5: Age Distribution of Top Community participants	30
Table 4.6: Sex Distribution of Community participants	30
Table 4.7: Educational level of Community participants	31
Table 4.8 Frequency and Percentages of roles played by the Community	33
Table 4.9 Frequency and Percentages of roles played by the Community that Result in Poverty Alleviation	36
Table 4.9 Frequency and Percentages of benefits	38

ACKNOWLEDGEMENT

This work came to fruition due to the research supervision pressure put on me by my able supervision, Dr. Gabriel Nani. To him, I express my sincere gratitude.

In the same vein I express my appreciation to the management of GSOP and the participants in the beneficiary communities whose genuine responses to the interview made this research work possible.

The immeasurable assistance of madam Emelia Mawunyo Gbedoah is of no small extent.. I am indeed grateful. I owe many thanks to Dr Adinyira and Prof. Ayakwwa for their effort in bringing me to this far.

My appreciation is much for Delly Tse for typesetting the work, editing and support.

The effort of Eric Nyame and Donald Dassy also deserves commendation. My honour and thanks is very much due for my creator, Jehovah God for his grace and mercy in my entire endeavour.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Procurement can be defined as the process by which private sectors, corporate organizations, Government or individuals acquire works, goods or services using funds from public, corporate or individuals (Adjei, 2006).

Public procurement is defined as the process by which Departments, Government or Agencies buy works, goods or services that they need to do their work by the use of public fund (Adjei, 2006).

Community participation in procurement is where communities take part in the acquiring works and service using their knowledge, materials in the community, and goods on the ground and must also provide labour (World Bank, 2014).

There are many procurement systems and methods but it appears there is total silence on community participation in procurement which is the major tool for creating income earning employment for the rural poor. This put money directly into the pocket of the poor.

Most of the procurement methods are being used but community participation in procurement in Ghana is totally neglected and not in use.

Poverty is considered as lack of access to vital goods, assets, services, opportunities and credits which every human being must have as a basic need. Everyone should be free from starvation, must live in peace and should have good basic education and primary health care. Poor households need to survive by their work and be sufficiently Going round the rural areas of Ghana, one could find out that people around the rural areas

lack basic necessities of life such as food, good health care, shelter, good education for their children, good drinking water and sanitation facilities (Chris, 2013).

Youth unemployment is on the rise and one of the problems the world is facing. It has been on the increase which is considered an “international time-bomb” for both developing and developed nations in recent times.

Despite the nice set objectives of the Public Procurement Act, the good people of Ghana still complain seriously of unemployment and extreme poverty meanwhile Ghana spends much of his budget on public procurement.

Enhancing the object of creating employment and alleviating poverty, the Ghana Social Opportunities Project (GSOP) as a social protection project was adopted. The project objective is to improve targeting of Social protection program and provide income support to poor households through LEAP grants and labour intensive public works (LIPW) infrastructure in targeted districts through community participation in procurement.

It is against this background that this study was conducted to critically examine the activities of GSOP.

1.2 Statement of the Problem

Community participation in procurement is very important especially in developing countries like Ghana because it contributes to project sustainability. Procurement helps to achieve social objectives such as alleviating poverty, developing local entrepreneurship, creating employment etc. Poverty and extreme poverty is an unacceptable human condition that needs to be looked at. Poor households need to survive through the work they do. In the rural areas of Ghana most of the people live in extreme poverty (World Bank, 2014).

This is what community participation in procurement seek to address but this is not properly embraced in Ghana.

Despite the nice set of objectives such as to create employment and alleviate poverty of the Public Procurement Act, the good people of Ghana still complain seriously of unemployment and extreme poverty meanwhile Ghana spend much of his budget on public procurement.

According to United Nations (2009), public procurement represents 6% to 10% of Gross Domestic Products of countries in the world. This suggests that about 50% of Ghana's total revenue is to be used by the private sector to help create income earning employment and alleviate poverty.

But since the Public Procurement Act was enacted, Ghanaians still complain of serious unemployment issues and extreme poverty. It is against these shortcomings that the study is to be conducted.

1.4 Research Questions

An analysis of the stated objectives and review of the literature indicated that the research questions stated below were good enough to form the basis of the study.

1. What roles can communities play in the procurement of works and goods?
2. What roles do communities play that result in poverty alleviation?
3. What is the relationship between poverty alleviation and community participation in procurement?

1.3 Aim and Objectives of the Study

1.3.1 Aim of the Study

The aim of the study was to critically examine community participation in procurement as a tool for poverty alleviation in Ghana.

1.3.2 Objectives of the Study

The study was basically conducted:

- a. To identify the roles communities played in the procurement of works and goods.
- b. To identify the roles played by communities that result in poverty alleviation.
- c. To determine the relationship between community participation in procurement and poverty alleviation.
- d. Propose methods of alleviating poverty through procurement.

1.5 Methodology of the Study

In this research, the two main data sources were used, namely primary and secondary sources.

In collection of primary data, interview was used. In the case of secondary data collection in this research, examination of GSOP files and documents, text books, magazines and information from the internet were used. The study employs a case study which is a qualitative study design.

1.6 Significance of the Study

The tax payer must benefit from the taxes paid as Government spend it on public procurement. The public cry for corruption and bribery and misused of public funds in Ghana. This study will awake policy makers that, the objectives of Public Procurement Act most importantly the social protection objectives are not been met as people cry for employment and poverty alleviation.

The study will enlighten Government to know that community participation in procurement as a method of procurement has been overlooked in Ghana as if it does not exist even though it is the major tool to put money in to the pocket of the poor.

The study will encourage procurement entities to relook at the social protection aspect of the objectives of the Public Procurement Act and create more employment through public procurement, grow the local economy and reduce poverty.

The study will enlighten the Government to understand the importance of community participation in procurement as a tool to create employment and alleviate poverty in a developing country like Ghana and embrace it as a working tool.

1.7 Limitations of the Study

In carrying out this study, the management of the Ghana Social Opportunities Project contacted misconstrued the purpose of the study. They felt the institution intends to expose deficiencies in their management practices through the research, hence giving a bad publicity to the program. Because of this, they were unwilling to supply the needed primary data. Due to this, the release of their files and documents for study and interviewing them was quite a hectic task to embark upon. There was uncooperative attitude initially on the part of the management. Duration for the study was very limited. Lack of resources was seriously encountered.

1.8 Scope of the Study

In its scope, the study concentrated on Ghana Social Opportunities Project (GSOP) as a case study.

The study was to look at community participation in procurement as a tool for poverty alleviation which is narrowed to Volta region.

1.9 Organization of the Study

This dissertation is comprised of five chapters. Chapters one introduces the reader to the topic area. It includes background of the study, the statement of the problem,

Objectives of the study. Research Questions, Significance of the study, and Limitation of the study, Scope of the study and organization of the study.

Chapter two focuses on the review of the literature while the Methodology of the study is the subject matter of chapter three. Chapter three presents the Methodology of the study. It describes the research design, the population, sample and sampling procedures, data gathering instruments, pilot study and data collection procedures of the study. Also covered in the chapter are the variables of the study and method of data analysis.

In chapter four, the results and discussions of the findings are presented. Finally the summary of findings, conclusions, recommendations and suggestions for further research form the concluding chapter (chapter five) of the dissertation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed literature on community participation in procurement. It analysed studies on the procurement process prior to the enactment of the Public Procurement Authority, World Bank and Ghanaian available procurement methods. It also tried to find the relationship between unemployment and poverty. Finally, the chapter assessed the benefits of community participation in procurement.

2.2 Definition of Procurement

In the words of Adjei (2006), public procurement involves activities by which government and organizations obtain merchandises by use of communal resources. It comprises scheduling, appealing, bid, conferring agreements and handling agreements. Also, (Weele 2010) opines that procurement is the procedures vital to obtain work,

goods, and services outside the performing organization. Procuring suitable goods and services at the constructive time by procurer helps achieve cost efficiency and right goal of value, size, period and place. Procurement therefore is fundamental to the running of any operation because it is essential to acquire the needed goods and services of the right quality, price and the right time.

However, Hunja (2001) definition turn to centralised on public act of procuring. He defines it as the process by which huge public fund are used by public bodies to acquire goods, works and services from the private sector. Consequently, this goods must have value for the community as it is their tax that is been used in the procuring process. This is evident in the words of Kouyer (1997) that the importance of tax payers receiving value from public funds is to realize targeted programmes to modernizing governmental agenda.

Public procurement dates back from between 2400 and 2800 BC. Inscribed on a clay tablet found in Syria with an order for 50 jars of fragrant smooth oil for 600 small weight in grain (Coe, 1989), procurement has metamorphosed to become a basic activity in institutions all over the world now.

In Ghana, public procurement is governed by the Public Procurement Act 2003, (Act. 663). Regulating purchasing and supply through enshrined states, codified or regimental process helps achieve congruence to organizational acquisitions, not subject to whims and caprices then purchasing becomes procurement. Hence, public procurement is task of governments as the gargantuan fiscal expenditures has a great bearing on their economies and therefore needs judicious management (thai, 2001).

2.3 Procurement Process before Act 663, 2003 of the PPA

Ghana has amassed substantial and valuable knowledge on public procurement during the civil and military era. Public procurement was treated as part of the colonial management process in 1957. The colonial administration engaged Public Work Department (PWD) for procurement of work and Crown Agencies for procurement of goods.

From independence thus, 1957-1967, government stopped using Crown Agents for procurement and procured now through MDAs. The procurement of works was then given to Ghana National Construction Corporation (GNCC) as it was then established to carry out procurement of works. Ghana National Procurement Agency (GNPA) was then established by Government in 1976. The purchasing manuals developed were been used by GSC and GNPA. There after the Architectural and Engineering Services Corporation AESC was established in 1957, for consultancy services for works. Public Institutions therefore were authorised to fall on GSC, GNPA, GNCC and AESC for public procurement.

In 1967, the government established Central, Regional and District Tender Boards to take decisions on procurement at the various levels and advice as which were latter in 1996 upgraded to contracts awarding authorities. There were still no guidelines for procurement of services. AESC and GSC were transformed into limited companies in 1996 and 1999 respectively. This rendered them unrestricted from providing services to public institutions on a mandatory basis.

As a result of the inadequacy of public procurement procedures, procurement procedures under World Bank Financial Project signed from 2000 were defined in a

„procurement procedures Manual prepared for the project“. The manuals developed were derived from the World Bank guidelines and Bank Standard tendering documents.

2.4 Objectives of Procurement

In 2003, the Public Procurement Act, Act 663 was passed into law (Act 663, 2005) with the primary goal of toning the process of public procurement in the public service to secure a prudent, cost-effective and disciplined use of national capitals in public procurement and ensure that public procurement is carried out in a transparent and fair manner (Act 663, 2003). Objectives of procurement systems are classified as primary objectives and secondary objectives. Primary objectives are to acquire needed supplies as economically, fairly, transparently competitive and timely as possible.

To obtained goods of high quality

To be sure that items delivered are on time and dependable.

To dispense the procurement assignment to evade period of redundancy and overburden

To improve inventory management by scientific procurement measures

Secondary objectives are:

To create employment

To boost local entrepreneurship and initiative

To curb child labour

To reduce poverty

To protect the environment

To protect the vulnerable in the society etc.

Despite the nice set objectives of the public procurement Act, the good people of Ghana still complain seriously of unemployment and extreme poverty meanwhile Ghana spend much of his budget on public procurement. This implies that the set objectives of the public procurement is not been fully met.

2.5 World Bank Procurement Methods.

2.5.1 International Competitive Tendering

It is the aim of International Competitive Bidding (ICB) to offer all qualified potential buyers apt and satisfactory notice of a Pledger's necessities and an equivalent chance to tender for the requisite merchandises according to ICB, tender forms must visibly give the sort of agreement to be entered into and contain the planned agreement provisions suitable henceforth. The commonest kind of agreements includes payment on basis of a lump-sum, piece amounts, pay back cost in addition to charges, or blends. Pay back fee agreements are satisfactory to the Bank in extraordinary conditions as in situations of high danger. In personal agreement, the magnitude and coverage will be determined by size, environment, and site of the project (World Bank, 2011).

2.6 Other World Bank Methods of Procurement

2.6.1 Limited International Bidding (LIB)

According to World Bank (2011), this method is basically ICB using straight offer deprived of public announcement. LIB can be a suitable process of procurement if (a) contractor's quantity is restricted or (b) extraordinary causes can explain exit from complete ICB processes.

2.6.2 National Competitive Bidding

National Competitive Bidding (NCB) involves the modest tendering method usually utilises the procedure for open bidding that exist in the nation of the Debtor. This can

be a suitable process in obtaining merchandises where extend and attributes of the tender have little enticing rivalry (World Bank, 2011).

2.6.4 Shopping

This is a process obtaining merchandise built on matching cost tags gotten after numerous contractors (as with merchandises), from a number of suppliers (with public job), or service providers (with non-consulting services) per lowest of the three, to guarantee modest charges, and is a suitable process for obtaining restricted amounts of readily handy regular merchandises or normal description supplies of lesser worth or small works of simple nature and less cost (World Bank, 2011).

2.6.5 Framework Agreements

A Framework Agreement (FA) is a lasting contract with sellers, contractors and those who provide non-consulting services that lay out standings and circumstances under which exact obtaining is through during the period of the contract. FAs usually are centred on costs which are decided before or cancelling phase through rivalry or a procedure permitting their review deprived of more rivalry (World Bank, 2011).

2.6.6 Direct Contracting

As stated by World Bank (2011), direct contracting involves agreement devoid of rivalry. Only one contractor or supplier is selected. This is similar to a single source. The Debtor will acquiesce to the Bank for its assessment without opposing a satisfactorily thorough defence, comprising the basis for direct contracting in place of a competitive obtaining procedure and the base for endorsing a precise organisation.

2.6.7 Force Account

Force Account, are works and services carried out by a government department using its own personnel and equipment. It is expected to seek approval from the World Bank for no objection before you carry out force account (World Bank, 2011).

2.6.8 Procurement from United Nations Agencies

UN Agencies may in some situations procure directly using their own procurement procedures which might be the most suitable procurement method. This is normally in the case of goods off the shelf in health or education whose quantities is small and also of goods that are health related used in treating animals and human beings such as drugs, vaccines and pharmaceuticals. The UN agency is can procure such nonconsulting services relating to those goods. The Borrower must use the standard Agreement Form (World Bank, 2011).

2.6.9 Procurement Agents and Construction Managers

According to World Bank (2011), this is where Debtors employ agents or a firm specializing in handling procurement as a result of lack of needed organizational capital and experience that Debtors wish to employ (or be required by the Bank).

2.6.10 Inspection Services

One of the precautions of Debtors where the nation have program of import in large quantity is pre shipping examination and accreditation of the imports. The examination and accreditation regularly cover values cost fairness and quantities. Cost authentication shall not be required of imports obtained through the process and services for examination physically may be added. The worth of the merchandised has an influence on the charge by the examination service provider but such charges must not be considered in the assessment of tenders (World Bank, 2011).

2.6.11 Procurement in Loans to Financial Intermediary Institutions and Entities

When the credit provides funds to a monetary intercessory organization or unit (or its chosen organization) such as an agricultural credit establishment, a development finance company, or an infrastructure development fund it is termed Procurement in Loans to Financial Intermediary Institutions and Entities (World Bank, 2011).

2.6.12 Procurement under Public Private Partnership (PPP) Arrangements

This is where the Bank is to fund the cost of a project or a contract procured under PPP arrangements like BOO/BOT/BOOT. In such arrangements, the borrower must use the procedures in the credit contract as explained in the proposal accepted by the Bank. The private sector under a BOO/BOT/BOOT or similar type of agreement shall be selected under open competitive tendering processes determined satisfactory by the Bank (World Bank, 2011).

2.6.13 Performance Based Procurement

Performance Based Procurement is also known as Output Based Procurement. This refers to an agreement relationship where outputs are measured instead of inputs (World Bank, 2011).

2.6.14 Procurement under Loans and Payment Obligations Guaranteed by the Bank

The Bank stands in for the reimbursement of a loan from another creditor, or assures the imbursement of a non-loan which the government have the responsibility to pay. Non-consulting services, goods and works, funded by the loan or such payment responsibility shall obtained assurance for reimbursement from the Bank. The Bank may conduct assessment of the transactions funded on this base (World Bank, 2011).

2.6.15 Community Participation in Procurement

Community participation in procurement request that communities must take part in the procurement of works and service, by using their local knowledge, local materials, and local goods and must provide labour for the implementation of the works. In doing this, they must be mindful of the fact of sustainability of the project and the objectives of the project (World Bank, 2014).

2.6.16 Use of Country Systems

The approach and the process that the borrower intended to use in public procurement of his country which is determined to be in line with the acceptable Guidelines to the Bank. This should be from the pilot programme under the use of country system by the Bank (World Bank, 2011).

As shown above, the World Bank has community participation in procurement as one of its method of procurement. This is to show the world of how they intend to pursue the course of poverty alleviation by getting the communities involve in procurement activities

2.7 Procurement Methods in Ghana

According to Act 663, (2003), the following procurement methods are been used.

2.7.1 Competitive Tendering

A procurement entity shall procure goods, services or works by competitive bidding apart from as provided in this section. (2) An obtaining unit shall use the quality and cost-based process of selection in Part VI when choosing consultants except the obtaining unit decides that (a) it is realistic to formulate comprehensive stipulations reports or other techniques of obtaining which are more suitable taking into account the nature of the services to be procured; or (b) it is more suitable to use a process of

choosing referred to in Part VI if the circumstances for the use of that process are contented. (3) If the obtaining unit uses the process of obtaining other than competitive bidding, it shall comprise of the record necessary, a declaration of the foundation and circumstances on which it trusted to defend the use of that process (Act 663, 2003).

2.7.2 Two-stage Tendering

An obtaining unit shall be involve in obtaining by two-stage tendering (a) where it is not viable for the obtaining unit to formulate thorough stipulations for the goods or works or, in the case of services, to recognize their features and where it seeks bids, tenders or proposals or numerous ways of satisfying its needs in order to gain the most pleasing answer to its obtaining needs; or where the oddity of the goods or works are subject to fast innovation advances; (b) where the obtaining unit strive to enter into an agreement for investigation, trial, training or growth, except where the agreement includes the production of goods in adequate amounts to form their commercial feasibility or to recuperate investigation and growth costs (Act 663, 2003).

2.7.3 Restricted tendering

Restricted tendering is to be approved by the PPA. A procurement entity could for motives of economy and efficiency use restricted tendering if the procurement could only be gotten from a limited number of suppliers or contractors; or if there is limited time and cost to receive and evaluate so many tenders (Act 663, 2003).

2.7.4 Single-source Procurement

This is where a procurement entity procures from only one source. This is subject to approval from the Board. This could be as a result of goods, works or services been available only from a particular supplier or contractor or the supplier has an exclusive

right to the goods, works or services. Also when the procurement must meet an urgent need or due to catastrophic event, this method can be used (Act 663, 2003).

2.7.5 Request for Quotations.

This is where a procurement unit invite bidding from limited contractors or suppliers not less than three in accordance with section 43, of Act 663 for goods, works or services that are readily available or produced to specific specification (Act 663, 2003).

As shown above, it is clear that Ghana has no provision within the legal framework for community participation in procurement. Meanwhile youth unemployment is on the rise and one of the deepest social and economic problems facing economies all over the world, being on the increase it is considered an “international time-bomb” for Ghana. The two methods of procurement which is Force Account and Community participation in procurement that gives direct income earning employment to people have not being properly outline in our legal system.

2.8 Rising Unemployment

According to Masahudu, (2013), increasing youth joblessness is one of the deepest economic and social concerns confronting economies the world over, increasingly considered an „international time-bomb“ for both industrialized and emerging states equally.

Youth unemployment currently stands at over 75 million people world over with the youth three times more likely to be unemployed than adults according to data from the International Labour Organisation (ILO) (Masahudu, 2013).

2.9 Poverty

This is the motive behind the World Bank's self-proclaimed world fighter against poverty, with its slogan: "Our dream is a world free of poverty".

The overall notion is that the reasons of poverty are deep-seated in a state's frail powers of production; capital, labor etc. The definition of poverty is then characterized by general absence of infrastructure, institution, technology and education.

Deprived families require their labour to keep themselves and be sufficiently satisfied with realistic safeguards from outside surprises. Also, persons and communities deprived incline to stay so if they are not vested to contribute in the choices that shape their lives. In the rural areas of Ghana most of the people live in extreme poverty as defined by World Bank as people who get less than \$1.25 to live on in a day, which implies that rural households cannot meet their basic necessity needs for existence.

In Ghana, rural areas across the length and breadth of the country have been noted with poverty and extreme poverty. Poverty is an improper human situation that requires needed redress.

Credit facilities are not available for the rural poor this makes many of their children of school going age are not able to attend school due to lack of funds,

Economic crisis, high inflation, unemployment, lack of credit facilities to engage in creative schemes, and an old fashioned learning system that fails to respond to and meet the needs of the modern global economy are pitching millions into poverty who were previously making gains. To address this canker, the government must embark on a vigorous and continuous, pro poor development that is targeted at sustaining basic services to the poor, like provision of good drinking water, electricity and primary health care in the short term.

Packages to inspire children who are poor who go to school and complete the school should also be introduced to support their school and consequently their living.

2.10 Roles Communities play in procurement of works and goods

According to World Bank (2011) it is necessary that in procurement indigenous people are involved. Usage of knowledge, merchandises and supplies, or hiring of labour is done at community level.

Monica et al. (2003) point out that, nations can do a lot to tap community-level dynamisms and assets for growth, if they strive to relate more synergistically with local communities. The wider spin-off is the formation of a progressive society and state. A main growth shortcoming confronting us today is in what manner can underprivileged developing countries make their institutional settings more favourable to growth and poverty reduction?

African Development Bank, (2013) Experience has revealed that active and committed involvement of the main stakeholders in the plan and execution of projects, particularly those at the grass-roots level contribute meaningfully to the sustainability of developmental activities, through increased ownership and more effective use of grass roots level inputs.

2.11 Poverty alleviation strategies

2.11.1 Government Interventions

According to Masahudu, (2013) to solve unemployment in the West African second largest economy after Nigeria, there were so many interventions by the Government of Ghana to solve the problem of unemployment. This includes training in entrepreneurship.

2.11.2 Youth in Agric Programme (YIAP)

The objective of the YIAP was to create jobs and make sure food is available in the country. This was introduced in 2009 (Masahudu, 2013).

2.10.3 GYEEDA

This intervention take into account youth employment and also to develop entrepreneurship. This generated employment for a total of 457,779 youth in Ghana (Masahudu, 2013).

2.11.4 Skills development for employment creation

Training was done for 15,064 youth in different trades. This include carpentry and joinery, auto mechanics, textile electronics etc. this was to give them employable skills for the job market (Masahudu, 2013).

2.11.5 Millennium Development Goals (MDG)

The Millennium Development Goals (MDG) is intended at tackling the difficulties of intense poverty in its many scopes, hunger, diseases, lack of shelter. The MDG is also to ensure gender quality, education and environmental sustainability (United Nations Millennium Project, 2005).

2.11.6 Community participation in Procurement

According to African Development Bank (2013), the community must show readiness to partake with equivalent capitals or benevolently provide workforce and must endorse such to safeguard appropriateness of the facilities by organizing continuing operation and maintenance (O&M) works, if necessary.

In execution of community projects, the World Bank (2011) request for the involvement of indigenous people in civil works and the provision of non-consulting services, or use more of the local knowledge, goods, and materials, or provide labour and the use of

other local technologies. The use of local goods and materials will put money in the pocket of the rural poor, and also the employment of labour- intensive for building and civil works will alleviate poverty.

2.12 Benefits of Community participation in procurement

„Viable procurement“ is principally focused on ecological concerns, however, awareness of the necessity to expand to societal and indigenous economic matters have become high. According to the Sustainable Procurement Task Force, viable procurement is “a method of meeting merchandises needs of organisations in a manner that achieves monetary worth in a long term basis as well as reducing ecological destruction”.

„Communal concerns“ in the milieu of procurement is stated to include central employment ethics, disabled access, disability, sex and race parity, hiring and training concerns, impartial exchange, and support for SMEs comprising public creativities, black and tribal lesser initiatives and women and disabled-owned businesses.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter examines the methods and procedures that the researcher employed in carrying out the study. The first section presents the study area, followed by research design, population, sampling and sampling procedure, research instruments, pre-test of instrument, administration of instrument and method of data analysis.

3.2 Study Area

In its scope, the study concentrated on Ghana Social Opportunities Project (GSOP) as a case study. The study was to look at community participation in procurement as a tool for poverty alleviation in the Volta region.

3.3 Research Design

This study employed a qualitative approach and uses case study strategy. The term case study refers to the in-depth study of a single unit, such as individuals, one group, one organisation, one program and so on. The goal is to arrive at a detailed description and understanding of entity. This case study therefore used interview and examination of documents to gather data.

3.4 Population

Ten (10) top management staff forms the population for Ghana Social Opportunity Project (GSOP). The targeted labour is 200 participants and this formed the population for community participants.

3.5 Sampling Size and Sampling Procedure.

In determining the sample size for the study Yamane's formula was used.

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

n.= sample size N =

population of study

e.= precision level

for population of 200 participants at a precision level of 5%

$$n = \frac{200}{1+200(0.05)^2} = 133$$

Interview was therefore conducted for 133 participants.

Simple random sampling technique was used to select the participants in which all participants have the equal chance of been selected. The names of the participants were written on a sheet of paper, folded and put in a basket, shaken well and one is picked. After selecting, it is shaken well again before the next one picked and the process goes on and on until the 133 participants were picked.

3.6 Research Instrument

The main instrument used for the data collection was semi structured interview and reading documents of GSOP.

3.7 Conduction of interviews

The interview was conducted face-to face with each management staff of the Ghana Social Opportunity Project. That is one-on-one interview.

A letter explaining the purpose of the study and a set of instructions requesting their participation were sent to the management of Ghana Social Opportunity Project.

The focus group discussion was used for the participants in the beneficiary communities. A total of ten (10) top managers of GSOP were interviewed. The sample size of the community participants were one hundred and thirty three (133) and were organized into ten (13) member focus groups. So for the sample size of one hundred and thirty three (133) gave ten (10) focus groups. The focus group was formed by 50% illiterates, 30% of primary education, 10% JHS education and 10% SHS education.

3.7.1 Roles played by Communities in procurement of Works and Goods.

In order to understand how community participation in procurement is used as a tool to alleviate poverty in rural poor, interview was conducted for the management of The Ghana Social Opportunity Project. Interview was also conducted in the community to find out the role they play in the procurement of GSOP projects. GSOP project implementation manual was critically examined to identify the roles assigned to communities to play.

Their documents such as payment vouchers for payment to participants, pay sheets, time sheets and DASH was critically examined to know how much goes to the pocket of the rural poor a day, a week, a month and a year.

3.7.2 Roles Communities play in Procurement that Result in Poverty Alleviation.

In order to understand how community participation in procurement is used as a tool to create employment for the rural poor, the management of The Ghana Social Opportunity Project were interviewed. Interview was also conducted in the community to find out the role they play in the GSOP projects which resulted in lifting them out of poverty. GSOP project implementation manual was critically examined to identify the roles assigned to communities to play that could help in poverty alleviation.

3.7.3 Determine the relationship between Community Participation in Procurement and Poverty Alleviation

In addition to understanding how community participation in procurement is used as a tool to alleviate poverty in the rural poor, it is important to establish the relationship between the two. The participants of the beneficiary communities of the Ghana Social Opportunity Project were interviewed to know whether the activities of GSOP really lifted them from extreme poverty.

3.8 Pre-Test of Instrument

A pre-test was conducted to determine the reliability of selected question items in the interview schedule. Colleagues who are from project management background who are familiar with the study were asked to examine a draft of the questions and give their opinions on whether the instrument will obtain the desired data and whether they see any problems that may have been overlooked and the feedback was that it was good. The participants in the pre-test were requested to assess the content, construction, and wording and logical arrangement of the question items based on the feedback, few questions were revised for better understanding.

3.9 Method of Data Analysis

In this study, data analysis simply consists of determining the frequencies and percentages of responses for the questions of the study. It is useful to convert numbers to percentages in order to be able to talk about the proportion responding a certain way and to be able to make comparisons. According to Donald et. Al., (2010), collected data can be presented in different forms: narrative, tables, figures or pictures. This report therefore presented data in tables.

CHAPTER FOUR: PRESENTATION OF RESULTS, ANALYSIS OF RESULTS AND

DISCUSSION

4.1 Introduction

This chapter is organized into three sections. The first section comprises the introductory part of the chapter. The data collected at the field is presented and analysed in the second section of the chapter. Section three was a thorough discussion, relating finding to the literature, the theory and provides plausible explanation for possible inconsistencies.

4.2 Data presentation and Analysis

4.2.1 Response Rate

A total of ten (10) top managers of GSOP were interviewed. Community participants were organized into thirteen (13) member focus groups. So in all, ten (10) focus groups of community participants were interviewed.

4.2.2 Demographic Characteristics of Respondents

4.2.2.1 Age of Top Managers of GSOP

Table 4.1 below shows the age group of the study respondents from GSOP. The dominant age group of the respondents ranged between 31 – 40 years in a total of 5 respondents representing (50%), followed by the age group between 51 to 60 years in a total of 3 respondents representing (30%) whereas the age group between 41-50 years made up the smallest group, in a total of 2 respondents representing (20%) of the respondents.

Table 4.1: Age Distribution of Top Managers of GSOP Age (Years)

Frequency	Percentage
------------------	-------------------

Under 20 years	--	--
21 – 30 years	-	- 31
- 40 years	5	50
41 - 50 years	2	20
51 - 60 years	3	30
Total	10	100.0

Source: Interview (Aug. 2015)

4.2.2.2 Sex of top manager of GSOP

The sex distribution of the respondents indicated a ratio of 6 male representing 60% and 4 female representing 40%. Table 4.2 below illustrate the results.

Table 4.2: Sex Distribution of top manager of GSOP

Frequency	Percentages	Sex
Male	6	60
Female	4	40
Total	10	100.0

Source: Interview (Aug. 2015)

4.2.2.3 Working Experience of Top Managers of GSOP

As shown in Table 4.3, most of the respondents in a total of 5 representing 50% indicated that they have worked between 16 to 20 years in their business as company

managers. The least reported represent 20%, who have worked between the years 21 to 25.

Table 4.3: GSOP Top Manager's work experience Working Experience Frequency Percentage

Less than 5 years	-	-
6 - 10 years	-	-
11 - 15 years	-	- 16
- 20 years	5	50
21 - 25 years	2	20
Above 25 years	3	30
Total	10	100.0

Source: Interview (Aug. 2015)

4.2.2.4 Educational Status of GSOP Top Managers

In terms of the GSOP top manager's educational status, Table 4.4 below indicates that 5 of them representing 50% had Bachelor Degree while 5 of them also had Master's Degree representing 50%.

Table 4.4: GSOP Top Managers' educational level Educational Status Frequency Percentage

Bachelor Degree	5	50
Master's Degree	5	50
PhD	-	-

Total	10	100.0
--------------	-----------	--------------

Source: Interview (Aug. 2015)

4.2.2.5 Age of Community participants

Table 4.5 below shows the age group of the study respondents from GSOP. The dominant age group of the respondents ranged between 31 – 40 years in a total of 83 respondents representing (62.5%), followed by the age group between 21 to 30 years in a total of 25 respondents representing (18.8%) whereas the age group under 20 years made up the smallest group, in a total of 10 respondents representing (7.5%) of the respondents.

Table 4.5: Age Distribution of Top Community participants Age (Years)
Frequency Percentage

Under 20 years	10	7.5
21 – 30 years	25	18.8
31 - 40 years	83	62.5
41 - 50 years	15	11.2
51 - 60 years	-	-
Total	133	100.0

Source: Focus Interview (Aug. 2015)

4.2.2.6 Sex of Community participants

The sex distribution of the respondents indicated that, 53 male representing 40% and 80 female representing 60%. Table 4.2 below illustrate the results.

Table 4.6: Sex Distribution of Community participants

Sex	Frequency	Percentages
Male	53	40
Female	80	60
Total	133	100.0

Source: Focus Interview (Aug. 2015)

4.2.2.7 Educational Status of Community participants

In terms of the community participant's educational status, Table 4.4 below indicates that most of them had no formal education in a total of 63 representing 47.3%, followed by primary education in a total of 35 representing 26.5% and the least was SHS education which was highest educational level was 14 representing 10.5%.

Table 4.7: Educational level of Community participants

Educational Status	Frequency	Percentage
No formal education	63	47.3
Primary education	35	26.5
JHS education	21	15.7
SHS education	14	10.5
Tertiary education	-	-
Total	133	100.0

Source: Focus Interview (Aug. 2015)

4.2.3 Role of Communities in Procurement of Works and Goods.

As shown in table 4.8 below, all the ten focus groups interviewed representing 100% indicated that they fully participated in provision of labour, signing of contract and provision of local goods and materials whilst five (5) out of the ten (10) group indicated their participation in selection of projects, project inspection and acceptance which signifies 50% participation. Only two (2) groups participated in accountability and site meetings representing 20% participation. Three (3) groups representing 30% participated in project monitoring. However communities did not participate in roles such as tender opening, tender evaluation and provision of local knowledge, this represent 0% participation.

Careful analysis of the project implementation manual of GSOP indicated that in the procurement of works and goods under community participation in procurement, communities must provide productive labour willing to participate in LIPW. District Assemblies together with the communities participate in the process of selecting eligible subprojects and related activities, and that the subprojects must be selected by the communities themselves and not imposed on them. The communities also have the role of redressing grievance during the procurement process. The community form a grievance committee to receive grievances, complaints or feedback reports from key stakeholders. The committee is to receive, investigate, adjudicate and report on grievances and related issues. The community have the role of social accountability under the community participation in procurement. Gang leaders and community facilitators were empowered to monitor the implementation process and provide early warning on anomalies that may occur along the line. The Transparency and Accountability Boards was managed by the designated Community Facilitator who will

have had to ensure that information on the boards is updated at frequent and regular intervals.

In an interview with the community participants to confirm their role in the procurement of works and goods under community participation in procurement as stated in the GSOP Manual, they indicated that all labour used in the LIPW under community participation in procurement was provided by the community. They also stated that, the sub-project was selected by them together with the District assembly. Also, an interview with management of GSOP indicated that the selection of the subprojects must be out of the action plan of the District Assemblies found within their medium term development plan which was validated by opinion leaders and assembly persons in the community. The community participants stated that they were requested to form a grievance committee to resolve any controversy that might arise during the implementation of the project. They also stated that they were informed by the District assembly and GSOP officials that they were responsible for public accountability. A community facilitator was selected to take care of the public accountability board where all information about the project is published. The community also indicated that all materials used in the implementation of the road project were provided by the community. They also indicated that they attended all site meetings organized by the District Assembly. Also contracts were signed in the community though they were not parties to the contract. There also indicated that they were part of the final inspection before the project was accepted.

Table 4.8 Frequency and Percentages of roles played by the Community

Code	Role	Played	Percentages
		Freq. (focus group)	(focus group)

A	Selection of project	5	50
B	Tender opening	0	0
C	Tender evaluation	0	0
D	Contract signing	10	100
E	Provide labour	10	100
F	Provide local knowledge	0	0
G	Provide local goods and materials	10	100
H	Project Monitoring	3	30
I	Provide accountability	2	20
J	Project site meetings	2	20
K	Project inspection and acceptance	5	50

Source: Focus Interview (Aug. 2015)

4.2.3.1 Discussion

Communities are expected to play some key roles in the procurement of goods and works under community participation in procurement as indicated by World Bank (2011), Community participation in procurement request that communities must take part in the procurement of works and service, by using their local knowledge, local materials, and local goods and must provide labour for the implementation of the works. In doing this they must be mindful of the fact of sustainability of the project and the objectives of the project.

The study reveals that the local labour and materials were well utilized.

It is clear that roles identified to be played by the community in the process as stated above were all not been played by them, roles such as, the community must be part of tender evaluation, the community must be part of contract signing and provide local know-how was not played by them.

This implies that community participation in procurement is not fully been practiced by in Ghana.

4.2.4 Role of communities that Result in Poverty Alleviation

Table 4.9 below present data on roles that results in poverty alleviation. As shown above, 10 groups representing 100% indicated accountability, provision of local goods and materials and provision of labour as roles they considered as those to result in poverty alleviation. Seven (7) out of ten also indicated project inspection and acceptance representing 70% whilst six (6) representing 60% responded that provision of local knowledge lead to poverty alleviation, only five (5) groups indicated contract signing representing 50%. However none of the groups indicated selection of the project, tender opening, tender evaluation and project monitoring as roles to alleviate poverty.

In an interview with the management of GSOP on the role of communities that result in Poverty alleviation, they stated that Communities have productive labour which must willingly participate in LIPW since the objective of the program is to provide targeted rural poor households with access to employment and income-earning opportunities. Analysis of their targeted labour register reveals that, GSOP under LIPW employed 64,400 persons in the 8 regions in the country. Analysis of their labour payment sheet revealed that a total amount of GHc 644,000.00 was paid to the rural poor over a period of five months in the off –Agricultural season. In an interview with the participants, also shows that materials such as stones, sand and gravel provided by the participants in the community was bought and used in the construction of the road which lead to poverty alleviation.

Table 4.9 Frequency and Percentages of roles played by the Community that Result in Poverty Alleviation

Code	Role	Agreed Freq.(focus group)	Percentages (focus group)
A	Selection of project	0	0
B	Tender opening	0	0
C	Tender evaluation	0	0
D	Contract signing	5	50
E	Provide labour	10	100
F	Provide local knowledge	6	60
G	Provide local goods and materials	10	100
H	Project Monitoring	0	0
I	Provide accountability	10	100
J	Project site meetings	0	0
K	Project inspection and acceptance	7	70

Source: Focus Interview (Aug. 2015)

4.2.4.1 Discussion

The role played by the community by providing labour for income earning employment under the program resulted in alleviation poverty. Money earned in the project through the provision of labour, provision of local materials help them in so many ways as they have indicated. According to Chris, (2011) Poverty is regarded as absence of access to crucial goods, services, assets, credits, and opportunities to which every human being is entitled to. Every person deserves to live without starvation, exist in harmony, and have access to primary education and health care. Therefore roles such as project

monitoring, accountability, inspection of final work before acceptance will help them to get good road that open them to good health care, market and schools.

According to World Bank (2011), Community participation in procurement request that communities must take part in the procurement of works and service, by using their local knowledge, local materials, and local goods and must provide labour for the implementation of the works. In doing this they must be mindful of the fact of sustainability of the project and the objectives of the project.

African Development Bank, (2013) indicated that the community must show that they are willing to participate largely through counterpart funds or provision of labour.

4.2.5 Relationship between Community Participation in Procurement and Poverty Alleviation.

The results of an interview with the community participants as shown in table 4.10 below reveals that, 50% of the participants used the money put in their pocket through the roles played in procurement to increase their farm produce. 30% of the participants invested the money put in their pocket in the education of their children. 10.5% also invested it in the development of the career of their children in learning a trade whilst 9.5% used their money to improve their habitation.

Analysis of the project evaluation document of GSOP reveal that GSOP undertook rehabilitation of 108 feeder roads, 112 Earth Dams and 102 climate change project which created income-earning employment to 64,400 persons in the country which gave out GHc 644,000.00 to the rural poor in Ghana as at June 2015. Also, all persons employed under the program were registered under the National Health Insurance Scheme. The community participants stated that the good access roads constructed enable them have access to healthcare, school, market etc

Table 4.9 Frequency and Percentages of benefits

Code	Benefit	Freq	Percentages
A	Increase farm products	66	50
B	Pay school fees for ward	40	30
C	Pay for leaning a trade	14	10.5
D	Improve habitation	13	9.5
Total		133	100

Source: Focus Interview (Aug. 2015)

4.2.5.1 Discussion

Poverty is not only about money but also about basic necessities to live for that matter activities of community participation in procurement must provide those basic necessities of live as stated by Amartya (2011) poverty is the absence of necessities to live in a society. Widely, it means existence but also involvement and contribution to communal everyday activities. This implies that the lack of basic amenities such as food, clothing and shelter defines poverty. In community participation, individuals are given income earning employment from which they earn income to provide these basic needs for themselves and their families.

World Bank (2011) indicated that, in community participation in procurement, local communities must use much more local knowledge, goods, and materials. The use of local goods and materials put money in the pocket of the rural poor and also the

employment of labour- intensive for building and civil works generated income that alleviates poverty.

According to Chris, (2011) Poverty is regarded as absence of access to crucial goods, services, assets, credits, and opportunities to which every human being is entitled to. Every person deserves to live without starvation, exist in harmony, and have access to primary education and health care. The provision of income-earning employment eliminated hunger and the successful completion of the feeder roads opened the communities to have good access to health facilities, education and able to transport farm products to the market. The climate change project created income-earning employment opportunities. Also, income earning employment is created when trees planted such as mangoes, oranges and teak are matured for harvesting and processing. The communities also have good access to the market, school and hospital.

The amount earned helped the participants pay for their children school fees, register health insurance, build, increase their farm products and some participants were able to learn trade.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The study analysed community participation as a tool for poverty alleviation in Ghana. The Ghana Social Opportunity Project was the case study. The issue of community involvement in planning and implementation of government projects and programmes has become an issue of concern to successive governments especially projects that will redefine social and economic status of local people. This is why this study is vital as is

the first in the country that the beneficiary communities themselves plan and implement the project with little government interference.

In analysing the role the communities play in the procurement of works and goods, the study revealed that the community produced productive labour that are able and willing to participate in Labour Intensive Public Work (LIPW) and also the subprojects were selected by the District Assembly and validated by the communities. The community also has the role of redressing grievance in the community during the implementation of the project. In addition, the communities play a key role in selecting community facilitators who were empowered to monitor the implementation process and provide early warning on anomalies that may occur along the line.

It was also realized from the study that the communities play such an important part in improving the living standard of its indigenes by alleviating poverty on individual and community base. Through the productive labour of individuals that were procured, the community helped them to earn an income that put money in their pocket to enable them attend hospital, pay their children school fees, get food to eat, thereby improving their living conditions. The projects such as roads, dams, open the communities to others in order to bring in other development.

In analysing the relationship between community's participation in procurement and Poverty alleviation, income-earning employment was created for 64,400 persons through community participation in procuring labour in the country and put a total of GHc 644,000.00 into individual pockets. This help improve the living standard of the individuals as they can now have access to healthcare, school for their children and also open their communities to market centres to sell their wares.

5.2 Conclusion

The results and discussions from the study has indicated that community participation in procurement is very necessary for a developing country like Ghana since it makes implementation and success of projects and programmes more efficient as seen in the GSOP project. It provides the opportunity for people in the community to get incomeearning employment to improve their living condition. The community participation in procurement as practiced by GSOP allowed the communities to select their own project, provide labour to carry out the work, use their local materials but not their local knowledge.

Moreover, it was ascertained that, communities played a major role in the procurement of goods and works and the roles they play contributed greatly to alleviation of poverty.

The relationship between community participation in procurement and Poverty Alleviation cannot be over emphasised. Community participation in procurement creates income-earning employment for the local people, which improve their living condition, give them assets such as good road and climate change project (mango, Teak and Palm plantations etc). However, the researcher believes that some changes are necessary in some parts of the policies involving the community in projects planning and implementation. Therefore the below recommendations can help future projects that will involve the beneficiary communities.

5.3 Recommendation

It is recommended that for community involvement in projects and programmes that seek to help them, government must have community participation in procurement in the legislative framework. There should be well-defined policies on community participation in procurement drawn by the government that will ensure that public

institutions have projects implemented through community participation in procurement process since this will help select the right people that the project or programme targets. It will also make the community feel important and work harder for the success of such projects or programmes.

Also, sensitization must be done on community participation in procurement in the communities to welcome the community participation in procurement. It is when the community understands the importance of their contribution in the implementation of the projects and the benefits to them as individual and community as a whole that they will get involve willingly.

Community participation in procurement must be fully adopted; the use of local technical knowledge will also make it very interesting to the communities.

Labour Intensive Public Works must be adopted in the procurement of works through community participation in procurement to generate income-earning employment for the people in the local communities.

Procurement of works must be geared towards providing the basic facilities such as healthcare centres, schools, markets, water and access roads which will inturn improve the living standard of the local people.

Community participation in procurement must target procurement of goods and works that could give the community asset and also regenerate income. For example, in climate change control activities such as planting of economic trees like teak, mango, orange could create income-earning employment when they mature for harvesting.

Finally, some clauses of the community participation policy such as limiting procurement decision to chiefs and elders should be reviewed. There should rather be a

committee elected for a term and members can seek for re-election based on their performance. This will give opportunity to others as sometimes the chiefs and his elders select their favourites as the labour force living those in the communities that are qualify to benefit from the project.

KNUST

REFERENCES

- Act 663 (2003). Public Procurement Act of the Republic of Ghana,
<http://www.allghanadata.com/docs/government/procurement/pblicprocurement2003act663.pdf>
- Adjai, A.B. (2006). Message from the chief executive, public procurement Board, www.ppbghann.org/story.
- African Development Bank (2013). Implementing Small Projects with community participation. http://www.labidev.dk/db/Docoments/data/file_58/file_58
- Amatya Sen (2011). What is poverty? The shakes of a good Definition.
<http://www.poverties.org/what-is-poverty.html>
- Chris Twum (2013). Why is poverty worse in Ghana. Ghanaian chronicle,
<http://thechronicle.com.gh/why-is-poverty-worse-in-ghana/> 1st sep. 2011
- Coe, C. K. (1989). Public financial management, Englewood cliff. N.J: Prentice Hall
- Donald A., Jacobs L. C. & Razavieh A. (2002). Introduction to Research in education, 6th ed, Wadsworth

- GSOP (2014). Project Implementation Manual, Volume 1, <http://gsop.gov.gh/aboutthe/project-background>
- Hinja (2001), RR.(2001) Obstacles to public procurement reform in Developing countries – United Nations Commission International Trade Law (UNCITRAL) year book vol. XX1989:118-119
- Johan Van Zyl, Tulio Barbosa, Andrew N. Parker, Loretta Sonn (2003): Decentralized Rural Development and enhanced community participation. A case study from Northeast Brazil, <http://documents.worldbank.org/curated/en/1995/08/697173/decentralizedrural-development-enhanced-community-participation-case-study-northeastbrazil>
- Kouyer (1997). Competition and corporate performance, Journal of political Economy, <http://economics.ouls.ox.ac.uk/11044/>
- Masahudu Ankiila Kunateh, (2013). Youth Employment in Ghana: A waiting time bonds. <http://thechronicle.com.gh/youth-unemployment-in-ghana-a-waitingtime-bomb/>
- Ministry of finance (2001) Procurement Reform Proposal. A component of the public financial Management and reform programme (PURFMARP) Accra Ministry of Finance, Ghana.
- Monica Das Gupta, Helen Grandvoinnet, Mattia Romani: (2003): Fostering community-driven development: What role for the state, <http://www.globalbriefing.org/2014/09/fostering-community-development/>
- Osafo – Manfo (2003). Improving efficiency and transparency in public procurement. Accra Ghana.
- Richard MacForlane, Mark cook and Anthony Collins solicitors (2008): Community Benefits in Public Procurement. The Scottish Government; Edingburgh. <http://www.gov.scot/Resource/Doc/212259/0056492.pdf>
- Thai, K. V. (2001). Challenges in public procurement Re-examined “Journal of Public Procurement, 1(1): 2 – 9, http://www.ippa.ws/IPPC1/BOOK/Chapter_1.pdf
- United Nations (2009). Supplement to 2008 Annual Statistical Report on United Nations Procurement, pg. 1.19 https://www.ungm.org/publications/Documents/ASR_2008_SP_Supplement.pdf (14th Aug. 2015)
- United Nations Millennium Project (2005). Investing in Development: A practical plan to achieve the millennium development goals, London: Earthscan

Weele, Arjan J.Von (2010). Purchasing and supply chain management, Analysis Strategic, Planning and practice (5th ed. ed) Andover. Cengage Learning. 15BN 978-1-4080-1896-5.

World Bank (2011). Guidelines, Procurement of goods, works and Non-consulting services under IBRD Loans and IDA Credits & Grants, By world Bank Borrowers.<http://216.109.65.20/Documents/Manuals/PAI/PAI-5.102011Jan24.pdf>

APPENDIX 1

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

COLLEGE OF ARCHITECTURE AND PLANNING

DEPARTMENT OF BUILDING TECHNOLOGY

Dear Sir,

**CONDUCTING OF INTERVIEW FOR TOP MANAGEMENT OF GSOP ON
COMMUNITY PARTICIPATING IN PROCUREMENT AS A TOOL FOR
POVERTY ALLEVIATION IN GHANA: A CASE STUDY ON GSOP.**

This is interview for a search on community participating in procurement as a tool for poverty alleviation in Ghana: A case study on GSOP as academic research Paper. The aim is to determine the extent to which community participation in procurement is used as a tool for poverty alleviation, based on which suggestions will be made on ways to bring improvement in this area.

GSOP is the case study. Your genuine responses will assist in meeting the aims and objectives of the research and is therefore urgently requested.

While I ask for your response to items on the interview schedule, I promise that information supplied will be kept confidential and will be used for the purpose of the research only and not for any other purpose whatsoever.

DOMPRE SAMUEL

National Co-ordinator

GSOP

Accra

APPENDIX 2

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

COLLEGE OF ARCHITECTURE AND PLANNING

DEPARTMENT OF BUILDING TECHNOLOGY

COMMUNITY PARTICIPATING IN PROCUREMENT AS A TOOL FOR POVERTY ALLEVIATION IN GHANA: A CASE STUDY ON GSOP.

SEMI STRUCTURED INTERVIEW SCHEDULE FOR MANAGEMENT OF GSOP

1. Age of respondent
2. Sex of respondent
3. Working experience of respondent
4. Educational status of respondents
5. What are the roles played by communities in the procurement works and goods?
6. Which of the roles played by the communities result in poverty alleviation?
7. What is the statistics of the income-earning employment opportunities created?
8. What is the total amount spend on labour.
9. How did community participation in procurement alleviate poverty?
10. Do you have any documents for analysis?

APPENDIX 3

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,

KUMASI

COLLEGE OF ARCHITECTURE AND PLANNING

DEPARTMENT OF BUILDING TECHNOLOGY

**COMMUNITY PARTICIPATING IN PROCUREMENT AS A TOOL FOR
POVERTY ALLEVIATION IN GHANA: A CASE STUDY ON GSOP.**

SEMI STRUCTURED INTERVIEW SCHEDULE FOR THE COMMUNITY

1. What is your age
2. What is your educational level
3. What is your sex
4. What are the roles played by community in the procurement works and goods?
5. How was the project selected?
6. Which of the roles played by the communities result in poverty alleviation?
7. How did community participation in procurement help in poverty alleviation?
8. What are some of the benefits achieved by participants in the project
9. Did the benefits help to alleviate poverty.

APPENDIX 4



PAYMENT TO PARTICIPANTS UNDER LIPW



PARTICIPANTS IN THE LIPW

