

ASSESSMENT OF PUBLIC PROCUREMENT ACT (914) ON SUSTAINABLE
PROCUREMENT IN THE PUBLIC INSTITUTION: A CASE STUDY OF
MUNICIPAL ASSEMBLIES IN GREATER ACCRA.

BY

EDWARD KABUTEY AKPAKLI OCANSEY

(B.Sc Accounting)

A thesis submitted to the institute of distance learning, Kwame Nkrumah University
of Science and Technology in partial fulfillment of the requirement for an award of
degree of

MASTER OF SCIENCE IN PROJECT MANAGEMENT

November, 2019

DECLARATION

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

Edward Kabutey Akpakli Ocansey
(PG5326518)	Signature	Date

Certified by:

Dr. Gabriel Nani
Supervisor	Signature	Date

Certified by:

Prof. Bernad K. Baiden
(The Head of Department)	Signature	Date

ABSTRACT

Public Procurement Act (2016) include sustainability prerequisites such as environmental, social and economic issues of sustainability in public procurement. The aim of the study is to assess the implementation of the provision for sustainable procurement in the Public Procurement Act. A descriptive research was employed. The population for this study comprised members of staff who are involved in public procurement activities in Municipal Assemblies in Greater Accra (i.e. Adenta Municipal Assembly, Ga East Municipal Assembly and La Nkwantanang Madina Municipal Assembly). The survey covered a population of over 200 people comprising staff of the Procurement Unit, Finance/Accounts Section, Internal Audit Unit, Entity Tender committee and Key Suppliers of the municipalities. Stratified random sampling technique was utilized for drawing 75 participants for this research. The study found out that MMDAs understudied have policies to ensure implementation of sustainable procurement. Yet, not all municipal assemblies have developed a procurement manual to ensure sustainable public procurement. The study also revealed that sustainability considerations are requirements in the tendering processes amongst MMDAs in Ghana and as such contractors are bound to the practice of Sustainable Procurement of projects from the MMDAs. The study found out that environmental, economic and social impacts are considered during project implementation in MMDAs in Ghana. The study found out that MMDAs ensure that an entity tender committee of a Regional Coordinating Council reviews procurement plans, approves annual procurement plans and quarterly updates of procurement plans, confirm the range of acceptable costs of items to be procured and match these with the available funds in the approved budget in order to ensure that they support the policies and programmes including sustainable procurement. The study recommends that MMDAs must have procurement manuals which would spell the procedures for compliance with relevant procurement procedures, providing professional and practical advice to the procuring entity on procurement matters. The study further recommends that contractors biddings for projects submits as part of the tender documents, the environmental, economic and social impacts of the project entity tender committees from MMDAs, Regional and National tender committees must synchronize their operations for effective delivery. The study recommends that all stakeholders in the public procurement processes are educated and well equipped with amended procurement act with focus on sustainable procurement.

Keywords; Procurement, Sustainability, Environmental, Economic, Social.

TABLE OF CONTENTS

DECLARATION	i
ABSTRACT	ii
LIST OF TABLES.....	vii
LIST OF FIGURES.....	viii
LIST OF ABBREVIATIONS.....	ix
ACKNOWLEDGEMENT.....	x
DEDICATION.....	xi
CHAPTER ONE.....	1
INTRODUCTION	1
1.1 Background of the study	1
1.2 Problem statement	3
1.3 Research questions	5
1.4 Aim of study	5
1.5 Specific objectives of the study	5
1.6 Significance of study	5
1.7 Scope of study	6
1.8 Proposed research methodology	7
1.9 Study Disposition	8
CHAPTER TWO.....	9
LITERATURE REVIEW	9
2.1 Introduction.....	9
2.2 Conceptual Definition of Procurement.....	9
2.3 Public Procurement Reforms in Ghana	12
2.4 Benefits of Sustainable Public Procurement (SPP).....	13

2.4.1	Environmental Aspects	13
2.4.2	Social Aspects.....	14
2.4.3	Economic Aspects.....	15
2.5	Challenges in Achieving Sustainable Procurement	16
2.5.1	Lack of Consent About Sustainability	16
2.5.2	Economic Uncertainty and Cost Issue	16
2.5.3	Absence of Strong Regulatory Framework	17
2.5.4	Conflict between Short Term and Long-Term Strategic Goals.....	17
2.5.5	Resistance to Change in SC Network	17
2.5.6	Green Products Perceived to be More Expensive.....	18
2.5.7	Lack of Managerial Support.....	18
2.5.8	Lack of Environmental Awareness among Society	18
2.5.9	Lack of Tools and Information	19
2.5.10	Absence of a Single Uniform Approach for Defining Criteria/Norms.....	19
2.5.11	Lack of Information, Training and Accountability.....	19
2.5.12	Fluctuation in Volume and Mix Requirement.....	20
2.5.13	Poor Management Policies	20
2.6	Organizational provision for public procurement processes	20
2.6.1	Professionalism and Transparency in Public Procurement	21
2.6.2	Value for Money and Competitiveness in Public Procurement	23
2.6.3	Accountability, Fairness and Efficiency in Public Procurement.....	24
2.6.4	Efficiency and Effectiveness	24
2.7	Key Drivers to Promote Sustainable Procurement.....	25
2.7.1	Government Authority and Legalizations	25
2.7.2	Societal Pressure	26

2.7.3	Top/Middle Management.....	26
2.7.4	Employees	26
2.7.5	Suppliers' Involvement	27
2.7.6	Education and Training of Supply Chain Partners	27
2.8	Empirical review	27
CHAPTER THREE.....		30
METHODOLOGY		30
3.1	Introduction.....	30
3.2	Research Design.....	30
3.3	Research Population	30
3.4	Sample size	31
3.1	Sampling technique	32
3.5	Data sources	32
3.6	Primary Data	33
3.7	Secondary Data	33
3.2	Research Instrument (Questionnaire).....	34
3.3	Administration Procedures	34
3.4	Data Analysis	34
CHAPTER FOUR		35
FINDINGS AND DISCUSSIONS		35
4.0	Introduction.....	35
4.1	Socio-demographic data of respondents.....	35
4.2	Existing sustainable procurement practices in municipalities assemblies in of Ghana.....	38

4.3	Stakeholders compliance with the provisions of Public Procurement Act in terms of sustainable procurement	42
4.4	Measures to improve sustainable procurement in accordance with the provisions	47
CHAPTER FIVE.....		52
SUMMARY, CONCLUSION AND RECOMMENDATION		52
5.0	Introduction.....	52
5.1	Summary of findings	52
5.1.1	Existing sustainable procurement practices in municipalities in Ghana... ..	52
5.1.2	Comparison of provisions with practices of sustainable procurement.	52
5.1.3	Measures to improve sustainable procurement in accordance with the provisions.	54
5.2	Conclusion	54
5.3	Recommendations	55
5.4	Limitations of the Study	56
5.5	Recommendation for Further Research.....	57
REFERENCES		58
APPENDIX -1		65
QUESTIONNAIRE		65

LIST OF TABLES

Table 3.1: Sample size	31
Table 4.1: Socio-demographic data of respondents.....	37
Table 4.2: Sustainable procurement practices in MMDAs	38
Table 4.3: Stakeholders compliance with the provisions of Public Procurement Act in terms of sustainable procurement.....	42
Table 4.4: Measures to improve sustainable procurement.....	48

LIST OF FIGURES

Figure 2.1: Procurement Principles	21
--	----

LIST OF ABBREVIATIONS

SPSS	-	Statistical Package for Social Sciences
GDP	-	Gross Domestic Product
SP	-	Sustainable Procurement
MMDAs	-	Metropolitan, Municipal and District Assemblies
PPA	-	Public Procurement Authority
SPP	-	Sustainable Public Procurement
PUFMARP	-	Public Financial Management Reform Program

ACKNOWLEDGEMENT

My deepest gratitude goes to the Almighty God for His guidance and protection throughout my M.Sc Programme. He is my source of wisdom, knowledge and understanding. He has been my strength throughout and, on his wings, only I have soared. My profound thanks to Dr. Gabriel Nani, my supervisor for his good counsel, direction, support and time he took to read and make necessary suggestions and corrections in the course of writing this thesis. I also would like to express my gratitude to my family and friends for their kind wishes, support, prayers and encouragement.

God bless you all.

.

DEDICATION

I dedicate this work to the almighty God, my brother James Akpakli who supported me.
My wife Florence Ocansey and lovely children Reginald K.A Ocansey and Gerald K.A
Ocansey.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Globally, the activities of public service procurement managers have turned out to be a subject of open concentration, discussion and have been prone to change, reformation, convention and set of laws since public funds are utilized to procure goods, works and services (Onyinkwa et al., 2013). Institutions apply public procurement guidelines and implementation mechanisms to address a number of issues together with budget implementation, service delivery, socio economic environment, human rights and wide-ranging developmental concerns (World Bank, 2003a). Weshah (2013) argued that, every now and then, government in both developing and developed countries are expected to provide services like education, irrigation systems, portable water, good transportation system and other infrastructural systems which are all subjected to the Public Procurement Regulations in these countries.

Public procurement is different from private procurement because in public procurement the economic results must be measured against more complex and long-term criteria. Furthermore, public procurement must be transacted with other considerations in mind, besides the economy. These considerations include accountability, value for money, nondiscrimination among potential suppliers and respect for international obligations. For these reasons, public procurement is subjected in all countries to enact regulations in order to protect the public interests. It is worth noting that unlike private procurement, public procurement is a business process within a political system and has therefore significant consideration of integrity, accountability, national interest and effectiveness (Thai, 2005).

In Ghana, public procurement accounts for 50%-70% of the national budgets, 14% of GDP and 24% of imports. Implicitly, public procurement therefore has both social and economic impact on the country (World Bank, 2003a). The gaps and lapses identified in the Public Procurement Acts 663 resulted in the enactment of the Public Procurement Act 914, which merely sought to address sustainable public procurement issues. The Public Procurement Act include sustainability prerequisites such as environmental, social and economic issues of sustainability in public procurement. According to Doh (2014), traditional procurement has its focal point on achieving value for money whereas Sustainable Procurement (SP) encompasses achieving value for money on an entire life cycle basis by considering the three pillars of SP (i.e. environment, economic and societal considerations) related with the goods, works and services procured with the aim of reducing possible adverse impacts).

Sustainability concerns has gotten to be vital in countries' developmental agenda, it is presently time to move the center of developing countries' public procurement frameworks from the most part immediate financial advantages to feasible open acquisition frameworks, which will deliver long haul advantages (Doh, 2014). Brammer and Walker (2011) opined that Sustainable Procurement (SP), although having an undeniably prominent in arrangement hovers on the planet today. According to the Public Procurement (Amendment) Act 2016 (Act 914), it is important to promote Sustainable Procurement practice at the Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana which largely rely on national fiscal transfers from the central government for the development of their territorial jurisdictions. The Public Procurement Act 2016 (Act 914), as amended mandates the PPA to maintain a centralised database of suppliers, contractors and consultants and a record of prices to assist in the work of procurement entities.

The tenacity of the study therefore, is to help promote Sustainable Procurement within the MMDAs in Ghana with focus on Ga East Municipal Assembly in the Greater Accra Region.

1.2 Problem statement

A major source of corruption has been with malfeasance in public procurement and the extensive human inter-face in the provision of public services. Although, many developing nations have found ways of improving the procurement systems, the processes and procedures are still masked with secrecy, corruption, inefficiency, and undercutting as they continue to waste huge amount of Government resources (Onyinkwa et al., 2013).

The Government of Ghana in consultation with its development partners had identified the public procurement system as an area that requires urgent attention in view of the widespread perception of corrupt practices and inefficiencies, and to build trust in the procurement system (Ameyaw et al., 2012). Ntayi (2009) pointed out that one of the challenges that beset Public Procurement is ineffective procurement system which usually cost the government a great chunk of money.

The Public Procurement Authority in Ghana (PPA) in its review in 2006 identified the weakness in the public institutions that needed urgent attention. These weaknesses include; Lack of qualified procurement personnel, incorrect interpretation of the procurement act and misapplication of some provisions of the procurement Act, slow pace in regularizing the draft regulation, Lack of clear procedure for emergency procurement, lack of training avenue, poor record management, poor procurement planning, poor contract management and high cost of Advertisement (PPDA, 2007). Political interference with the procurement processes is also a big challenge to the

implementation process and public procurement reforms (World Bank, 2004). Similarly, Adjei (2008) opined that, the general public sometimes accuse procurement managers for pay off or bribery, wastefulness, delays in acquisition because of red-tapeism, absence of fairness, lack of transparency, corruption, financial malfeasance, and collecting ten percent (10%) from any given contract awarded to suppliers. These unfortunate realities continue to play down the importance of the public procurement Act (Act 663) as a key function in reducing corruption, inefficiency and public sector wastage. The aforementioned issues raise several questions such as; Are there not institutional provision for the effective implementation of public procurement laws? Are there not adequate organizational provision executing the public procurement? Are there not behavioral provision for the effective implementation of the amended Act 914?

Although, the Government of Ghana and other stakeholders have advocated interventions to tackle the bottlenecks in the procurement process, the public procurement managers' work has often been characterized with a lot of difficulties and challenges ranging from supply chain management issues, logistics, financial to legal impediments. The Public Procurement (Amendment) Act 2016, Act 914 was enacted to address administrative difficulties and introducing enabling provisions for policy initiatives such as Electronic Procurement, Framework Contracting and Sustainable Public Procurement (SPP). Numerous researchers including Nkuah et al. (2014) scantily highlighted on the public procurement reforms implementation challenges, procurement process and procedures, and procurement principles but failed to give detailed explanation on each of them, throw more light on their impact and effect on sustainable procurement practices and strategies to curb implementation challenges as the public sector managers strive to have value for money in government spending.

This study would therefore help promote Sustainable Procurement (SP) within Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana.

1.3 Research questions

The study was guided by the following research questions;

- i. What are the existing sustainable procurement practices in municipalities in Ghana?
- ii. To what extent do stakeholders comply with the provisions of Public Procurement Act in terms of sustainable procurement?
- iii. What measures can be recommended to improve sustainable procurement in accordance with the provisions?

1.4 Aim of study

The aim of the study is to assess the implementation of the provision for sustainable procurement in the Public Procurement Act.

1.5 Specific objectives of the study

- i. To identify the existing sustainable procurement practices in municipalities in Ghana.
- ii. Ascertain the compliance with the provisions in the Public Procurement Act (914) by MMDAs on sustainable procurement practices.
- iii. Recommend measures to improve sustainable procurement in accordance with the provisions.

1.6 Significance of study

The research is also expected to strengthen the framework of the country's procurement policies because of the level of importance that procurement has on national development. The outcomes of the study will also serve as an input for future studies

on public procurement practices as well as procurement decision making and add up to existing knowledge on procurement. Therefore, the findings and recommendations of the study will also serve as a guide not only to other district and municipal assemblies in the country, but to assemblies in other developing countries who seek to improve their procurement practices.

This research will provide essential information to policy makers about the impact of the procurement law for public institutions in the country. Thus, procurement regimes are strongly regulated and implemented to ensure attainment of value for money through transparency, fairness, cost-effectiveness, efficiency and promotion of competitive local industry. It is therefore very important for a study of this kind to be undertaken to evaluate the performance of public procurement act on public entities in terms of institutional provision, organizational provision and behavioural provision.

Finally, the study would serve as a source of reference for other researchers who wish to conduct a similar study.

1.7 Scope of study

Content scope: The study focuses on assessing institutional, organizational and behavioural provision of the Public Procurement Act 914 on sustainable procurement in the public institution in Ghana.

Geographical scope: This study is limited to administrative office of three municipalities in Greater Accra (i.e. Adenta Municipal Assembly, Ga East Municipal Assembly and La Nkwantanang Madina Municipal Assembly).

Time scope: The time frame for the collection of information for this study, administration of research instrument (questionnaires and interview guide), write-ups

of chapters, data entries, and analysis, meeting with supervisor and final submission would be 3 months.

Also, due to the nature and complexity of the study been undertaken, the target respondents and interviewees would be officers and employees who make procurement decisions at management level at the three municipalities in Greater Accra (i.e. Adenta Municipal Assembly, Ga East Municipal Assembly and La Nkwantanang Madina Municipal Assembly).

1.8 Proposed Research Methodology

The research design that would be adopted for this study is a descriptive research. Descriptive research is a study designed to depict the participants in an accurate way. There are three ways a researcher can go about doing a descriptive research project (Yin, 2009). The population for this study would comprise members of staff who are involved in public procurement activities in Municipal Assemblies in Greater Accra (i.e. Adenta Municipal Assembly, Ga East Municipal Assembly and La Nkwantanang Madina Municipal Assembly). The survey would cover a population of over 200 people comprising staff of the Procurement Unit, Finance/Accounts Section, Internal Audit Unit, Entity Tender committee and Key Suppliers of the municipalities.

Due to the large number of the study population involved, a sample of 84 respondents would be drawn from the population for the study. For the purpose of the study, stratified random sampling would be utilized for the purpose of gathering primary data for this research.

In order to accomplish the objectives of this study, the study would employ both primary and secondary data sources using quantitative and qualitative method of assessment. This study would adopt mainly questionnaires as the only instrument to

help collect the right data for the study. The questionnaires would have analysed using the Statistical Package for Social Sciences (version 21.0). Descriptive statistics such as tables, figures, frequencies and percentages would be used in the presentation of the analysis.

1.9 Study Disposition

This study would be ordered in five (5) chapters and the arrangement is in the sequence below:

Chapter one (1) would comprise the introduction with detail background backing the research, the problem statement, aim of the research, objectives of the research, research questions, significance, scope, methodology and study disposition.

Chapter two (2) comprises statements of contribution to knowledge by reviewing the past literature on works pertaining to the topic under study. Past Literature which is of theoretical and empirical relevance to the study and establishes facts which will instigate further investigation.

Chapter three (3) would present the methodology which provides in detail the various strategies with the justifications adopted to collect and analyze the data. The study design, population, and sample, the sampling technique, research instruments, and the method of data analysis will be presented in this chapter.

Chapter four (4) would be dedicated purposely to the analysis and interpretation of data gathered and interpretations made accordingly. Analytical softwares such as SPSS and Excel would be put to full use in arriving at results.

Chapter five (5) is about the summary of outcomes of the research, conclusions to the research work and suggested recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on the literature review on the subject. The chapter considers procurement in terms of its definition, procurement rules and procedure, importance of procurement, challenges and consequences of procurement, procurement cycle, Ghana's Procurement system. The idea of this chapter is to unearth all the variables in the subject to enable analysis and discussion of the situation in the study area.

2.2 Conceptual Definition of Procurement

Procurement is the process of acquiring goods, works and services, covering both acquisitions from third parties. It involves option appraisal and the critical "make or buy" decision which may result in the provision of goods and services in appropriate circumstances (PPB, 2003). Again, according to Ghana Integrity Initiative (2007), Public Procurement "is the acquisition of goods and services at the best possible total cost of ownership, in the right quantity and quality, at the right time, in the right place for the direct benefit or use of governments, corporations, or individuals, generally via a contract". It can be said to be the purchase of goods, services and public works by government and public institutions. It has both an important effect on the economy and a direct impact on the daily lives of people as it is a way in which public policies are implemented (Ghana Integrity Initiative, 2007).

Procurement is to purchase the right quality of material at the right time, in the right quantity, from the right source, at the right price. The main objectives of procurement include: supplying the organization with a steady flow of materials and services to meet its needs, to buy efficiently and wisely, obtaining by ethical means the best value for

every money spent, to manage inventory so as to give the best possible service to users at lowest cost and protect the government's cost structure (Barly, 1994).

Public procurement can be described as centrally negotiated legal processes which are guided by political decisions and practically implemented by various local purchasers. It should be acknowledged that public procurement has both economic and social benefits, but the social benefits of public procurement are primarily seen as indirect positive effects from economic savings and environmental improvements (Wickenberg, 2004). Procurement is a potential instrument of integrating socially and economically sustainable benefits to stimulate employment programmes.

According to Waara (2007), Public Procurement is any purchasing performed by any public authority within the classical sector or within the utilities sector. The public procurement rules applicable to purchasing entities also depend on whether the total purchase value is over or below certain so-called "threshold values", which differ as regards goods, services and construction works. All procurements above the threshold values apply procurement directives and must be advertised in the Supplement to the Official Journal for public tenders. There are a number of different procurement procedures to choose from, depending on whether it is a purchase above or below the threshold values. Many minor purchases are subject to so-called "direct procurement", which do not have to be publicly advertised. However, due to principles of market competition, direct procurement should not take place repeatedly, and purchases should not be divided into smaller units in order to avoid exceeding the threshold values.

Public procurement is the process by which organizations acquire goods and services using public funds. It includes planning, inviting offers, awarding contracts and

managing contracts. For procurement to achieve its goals, it should follow these two principles: Professionalism and Value for Money (Economy).

Professionalism is the discipline whereby educated, experienced and responsible procurement officers make informed decisions regarding purchase operations. The role of procurement professionals is critical to Ghana's economic development. It is in the recognition of this fact that the procurement Board's object includes; "the professional development, promotion and support for individuals engaged in public procurement and ensure adherence by the trained persons to ethical standard".

Value for Money (Economy): this is to secure a judicious, economic and efficient use of state resources at a reasonable cost. Value for money is not about achieving the lowest initial price: it is defined as the optimum combination of whole life costs and quality.

According to Sarpong (2007), procurement is the management of sustainable acquisition of goods, works and services to optimize value for money through a professional, auditable and transparent framework. He believes that any good procurement should have the following principles;

Efficiency and Effectiveness: all procurement functions should aim at achieving the right quantity and quality at the minimum cost

Competitiveness: the procurement process should ensure some competition among the competing parties

Ethical approach: procurement process should avoid all practices that could lead to possible conflict of interest

Fairness: all procurement should aim at achieving fairness and ensuring that all participating bidders are given equal opportunity to bid

Transparency: the procurement process should be open enough to avoid giving competitive bidders advantage over other bidders. These are in line with the World Bank's principles of procurement and it is therefore imperative to see these principles in all procurement. Any procurement without these principles and objectives should not be considered as a good procurement and it is not in the interest of the nation since all forms of procurements have these principles.

2.3 Public Procurement Reforms in Ghana

In the year 1996, the Public Financial Management Reform Program (PUFMARP) was propelled by Ghana Government to enhance the general public financial management in its nation. The Ghana Government in the year 1999 established the Public Procurement Oversight Group and tasked the group to manage the establishment of an all-inclusive public procurement reform programme. It has led to the drafting of the Public Procurement Bill in 2002 and has been passed into law as the Public Procurement Act of 2003, Act 663 on December 31, 2003 (Adjei, 2006). However, the Public Procurement Act of 2003, Act 663 must be corrected to push public procurement into a second era of change and to streamline bottlenecks distinguished over 10 years of usage. The Parliament of Ghana on March, 18, 2016 passed the Public Procurement (Amendment) bill to take effect from 1st July, 2016 as the Public Procurement (Amendment) Act 2016, Act 914.

The Public Procurement Act, 2003 (Act 663) which was passed in 2003 and came into operation in 2004 as part of government's public financial management reforms had to

be amended to propel public procurement into a second generation of reform and to streamline bottlenecks identified over a decade of implementation.

The amendments have re-categorised government institutions to include organisations not initially covered. Thresholds have been increased across board and Procurement Entities re-constituted to ensure efficient administration of the increased thresholds.

Provision had been made to accommodate decentralised procurement, in line with government's decentralization policy. The amendments address other administrative challenges, and introduced enabling provisions for policy initiatives such as Sustainable Public Procurement, Framework Contracting and Electronic Procurement.

A key feature addressing local content policy in the infrastructure, economic and social services sectors (in particular for roads and energy) was the upward review by Parliament of the Entity Tender Committee approval threshold for Works, from its current level to GH¢15, 000,000 (Fifteen Million Ghana Cedis), among other things, for institutions falling under Categories A and B of the Amendments.

2.4 Benefits of Sustainable Public Procurement (SPP)

This study addressed the three main benefits SPP, namely environmental aspects, social aspects and economic aspects.

2.4.1 Environmental Aspects

Public entities and authorities may have an affirmative effect on environmental difficulties through the implementation of SP. They could do so by contributing to meet environmental challenges such as: (1) Soil degradation, (2) Climate change, (3) Access to fresh water and (4) Biodiversity loss (UNDP & UNEP 2007).

Sustainable Public Procurement also contribute by decreasing the environmental risk impacts on safety and health as well as wellbeing of a nation's environment caused by public procurement. Also, savings can be generated by waste reduction and judicious resource consumption and conservation. The procurement process should consider the following: (1) The renewable raw materials, (2) Greenhouse gas emissions, (3) Production processes, (4) Durability, (5) Product lifespan, (6) Energy and water consumption during use, (7) Air pollutants, (8) Reuse and recycling products, or (9) Refuse, packing and transportation.

SPP can then back a specified national natural environment strategy, adopt universal environmental traditions, ensure conformance and add to accomplishing worldwide targets, for example, the decrease of gas emissions. It has a great prospective for natural advantages at the local level. A case may include, the utilization of low emitting vehicles for open transportation can enhance air quality and buying of harmless cleaning items can make more beneficial environment for students especially (United Nations 2008; World Bank, 2011b; European Commission 2004).

2.4.2 Social Aspects

Thus, SPP may improve obligations to social advancement objectives, for example, traditions that boycott child labor and establishes the privilege to frame trade unions and guarantee it is non-discriminatory. Further, SPP may add to improving consistence with national and worldwide labor and social rules. It can also contribute to reducing poverty and improving living conditions in developing countries as it promotes voluntary social standards e.g. fair Trading. Sustainable Public Procurement can also motivate social inclusion as well as fight for social justice. An example is South Africa, which acquainted a framework to stimulate the progression of individuals generally

burdened by non-discriminatory (such as gender, age, colour, religion and the like). Also, in Brazil, prospective advantages and boundaries of SPP in creating nations law were presented in 2007 which sets up criteria expected to build contribution of little scale businesses in procuring. Social elements included complying with core labor standards, recognizing diversity and equality, ensuring fair working conditions, developing local communities and increasing employment and skills (European Commission 2010; United Nations 2008; IISD 2012; UNEP, 2011).

2.4.3 Economic Aspects

An outright purchase tag of a good, service or works is one and only component of the entire cost of proprietorship. To guarantee worth for cash over the more extended span, building up the most reduced entire life expense of an item can bring about major money related investment funds. An organized methodology can be utilized to deliver a spend profile of the item or administrations over its expected life range and it will incorporate the expense for procurement, use, upkeep and transfer of the product or service. Even a forthright cost for sustainable items could be lowered due down to the use of a sustainable production process (Berry 2011; European Commission 2010; United Nations 2008). The Sectors which are liable to have the most effect incorporate welfare, general transportation, and construction as well as information technologies. SPP can also drive markets to drift towards cleaner methods of income generation and enhanced intensity of providers broadly and comprehensively. Procuring data innovations for people with handicaps can aid as a model for different purchasers and can create even grounds and economies of scale. Through SPP, the advancement of little and middle-scaled businesses and provider differing qualities may bring about enhanced entrance to the business sector (Berry 2011; European Commission 2010; United Nations 2008).

2.5 Challenges in Achieving Sustainable Procurement

Sustainable procurement has increasingly been an important perspective for business organizations. There are various challenges to achieve Sustainable procurement practices have been identified after review of available literature. Though the list is exhaustive, few of the important challenges have been discussed by relating their international trends with Indian context.

2.5.1 Lack of Consent About Sustainability

Business organizations have acknowledged the importance of sustainability as a key strategic aspiration to attain ecological, financial and societal benefits. But there is no single universally accepted definition of sustainability (Giunipero et al., 2012). Due to non-availability of a universal definition for talk about sustainability, business organizations describe it broadly, while others describe it more scarcely (Berns et al., 2009). Indian companies still depend on foreign companies to establish the standards. They do not have their own developed standards especially on the meaning of Sustainability. In India, the major industrial production is based on SMEs and these SMEs are not having the uniform understanding on Sustainability.

2.5.2 Economic Uncertainty and Cost Issue

The status of supply management sustainability initiatives is motivated by the regulations/legalizations and top management programs, but are normally constrained by economic uncertainty and cost issues (Walker et al., 2008; Giunipero et al., 2012). Indian firms still look at sustainability as a cost escalation activity not a business development activity. It is a general feeling of insecurity that investment is not going to give returns resulting in the less interest towards the concept itself. The economic volatility in Indian conditions is also a big challenge for the organization to adopt certain sustainable concepts in their operations. Apart from financial and cost barriers,

corruption and bribery also impede sustainable procurement practices in India (Sheth, 2008).

2.5.3 Absence of Strong Regulatory Framework

Sustainable procurement is on governmental agenda throughout the world, and trying to buy commodities, products and services in most economic ways by taking consideration of environment and public concerns (Walker et al., 2012). Regulatory liabilities mean legally enforceable restrictions relating to use of the materials, products or services (Zsidisin, 2003; Lavastre et al., 2012). Regulatory boundaries may also play a key role in the economic boundaries for organizations (Sarkis, 2012). Complicated regulatory requirements may disturb the suppliers and negatively impacts on the business performances i.e. penalties and fines due to non-confirming of the regulatory requirements (Ageron et al., 2012). India does not have strong regulatory structure compared to their western counter parts and developed nations and few ministries along with some government regulatory bodies are taking care of green procurement legislation. This is with a considerable overlap in their accountability and oversight.

2.5.4 Conflict between Short Term and Long-Term Strategic Goals

Giunipero et al. (2012) suggested that a most of business organizations did not have a strong business case for sustainability. Therefore, organizations face trouble in planning beyond the short-term strategic goals e.g. uncertainty to meet requirements of regulatory bodies and customers. In the Indian context, companies are having the profit as their prime orientation than growth strategy. This priority stops the organization to look at the industry horizontally for the sustainable growth.

2.5.5 Resistance to Change in SC Network

The purchasing and supply management practices have been affected by sustainable development and therefore foster a change in the business organization's supply

network (Crespin-Mazet & Dontenwill, 2012). This could be a big challenge in the Indian environment as well, as many of them are used to their outmoded systems and they do not want to adopt themselves to the newer systems.

2.5.6 Green Products Perceived to be More Expensive

Going green could be an expensive undertaking in short term basis. A Business organization that decides to commence green or sustainable practices will have to front the cost for a broad array of upgrades from more energy efficient machines to recycled printer paper (Giunipero et al., 2012). Up gradation in technologies and machinery will increase initial investments of business organizations. Still, there is a perception in Indian consumers that the green products and processes are high cost ones.

2.5.7 Lack of Managerial Support

Many organizations fail at gaining top management support for sustainable purchasing practices. Without support from top management to change the mindset of the organization, the purchasing department will never become aware of how big an impact it can make on the bottom line (Palisi, 2012). Many of the SMEs are family run business and work on only the profit motive not on the long-term expansion/ sustainable mode. Managers or Process owners are not completely aware of the benefits of the sustainable practices in the long term and they challenge these initiatives vehemently which is the big obstacle of sustainable practices.

2.5.8 Lack of Environmental Awareness among Society

There is a lack of strong environmental conservation or citizen groups in India (Muduli et al., 2013). Low demand of green/sustainable products is due to lack of environmental awareness among society (Mudgal et al., 2010; Luthra et al., 2011; Govindan et al., 2014). Due to lack of guidelines and lower environmental awareness in society, it is very difficult to promote green/sustainable procurement.

2.5.9 Lack of Tools and Information

Firsthand experience and specific implementation tools and information sources to make sustainable purchasing more effective are missing (Miemczyk et al., 2012). These tools are less customized to Indian situation constraints and there is a good scope for the development for the Index pertaining to the same. Poor Information & technological and resources capabilities of suppliers to transfer timely and relevant information to OEMs/buyers may be real problem to manage supply chain (Zsidisin, 2003; Handfield et al., 2000). Infrastructure and communication issues with suppliers may be one of major risk to manage the supply chain (Lavastre et al., 2012). This is also one of the important challenges for Sustainable manufacturing in India, as they are not keen in developing their own tools and techniques/ systems for operations. Outsourcing the activity is very common in Indian industry which created gaps of communication.

2.5.10 Absence of a Single Uniform Approach for Defining Criteria/Norms

Berns et al. (2009) suggested that there is no a single consistent approach for defining criteria/norms about sustainability means to a company, which creates misalignment between more profit oriented and sustainability goals of business organizations. Sustainability is multi-dimensional approach with lacking of consensus among business organizations hinders sustainable purchasing efforts (Giunipero et al., 2012). It is a general perception that they fail to look beyond greener approach.

2.5.11 Lack of Information, Training and Accountability

Lack of information, training and accountability are major hurdles to integrate sustainable procurement practices. Inconsistent and incomplete information makes buyer's confusion, what to purchase and what not. Lack of information, training and accountability reduces the motivation of procurement managers to buy green/sustainable products (Chari & Chiriseri, 2014).

2.5.12 Fluctuation in Volume and Mix Requirement

Supplier unable to meet demand fluctuations in quantity and type for a component or service may be real risk to manage SC (Zsidisin, 2003). Problems with the supplier when the raw material has to be changed and his contract tenure left. Searching for a new supplier or old one being transformed takes time. This produces discontinuities in supply chain. A SC cannot be responsive to varying market trends and consumer preferences if the correct market signals cannot be predictable (Christopher & Lee, 2004). This situation is very prominent in the Indian conditions. The lead time and volume management are not followed strictly according to the world class standards available across all the industries.

2.5.13 Poor Management Policies

Poor management policies (supplier's management attitude, lack of vision and ability to foresee market changes) are main supply risk to manage the supply chain (Zsidisin, 2003). The challenges associated with changes of managerial decision or crashes in operational schedule planning or failure of control tools/methods comes under this (Giunipero & Eltantawy, 2004). Thus, the objective of the study is to identify public procurement practices by DUR Offices in accordance to that which is required by the PPA 663.

2.6 Organizational provision for public procurement processes

The Public Procurement Act recognizes the subsequent principles and standards influencing the accomplishment and conformity of good procurement goals. It is this study's view that conforming to these standards will bring about accomplishing consistence with the Public Procurement amendment. In accomplishing the goals of high-quality procurement structure, the following elements are most extreme significance: "Professionalism, Transparency, and Value for money, Competitiveness

and Accountability. Additional elements incorporate Fairness, Efficiency and effectiveness, Technology and ethical approach to the demeanour of procurement capacities”.

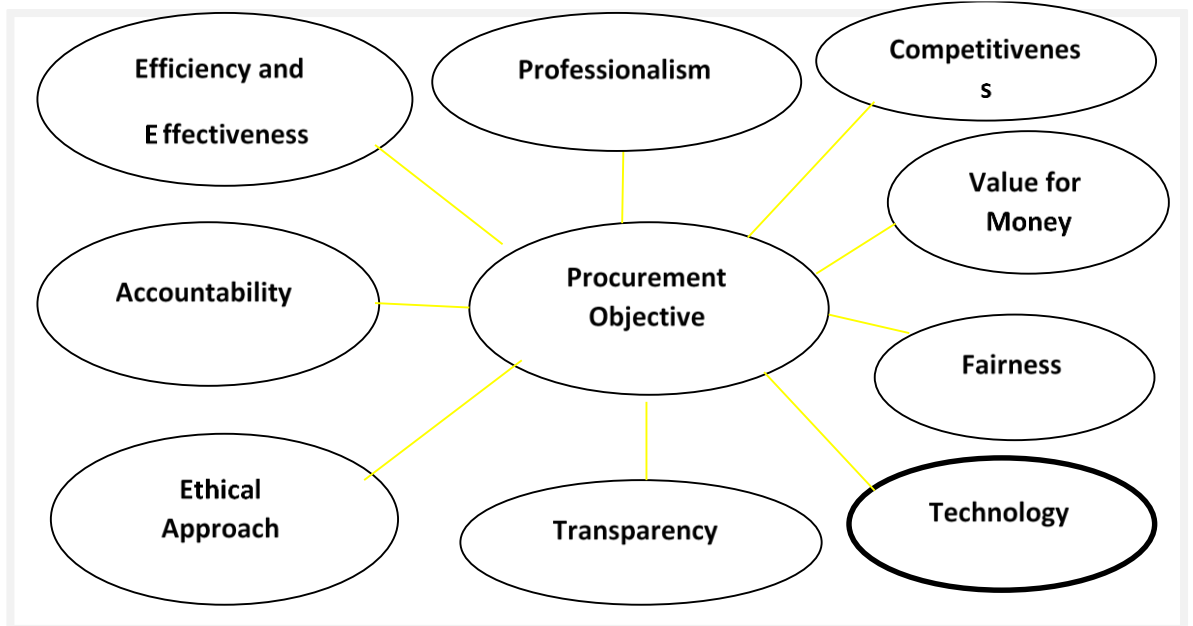


Figure 2.1: Procurement Principles

Source: Arrowsmith, M. (2003)

2.6.1 Professionalism and Transparency in Public Procurement

Transparency in executive procurement gives affirmation to home and overseas shareholder that contracts are awarded in a reasonable and even-handed way. In business sectors, nonappearance of transparency as well as information on principles and practice could work as obstructions to exchange and might influence overseas suppliers additional than neighborhood ones (Arrowsmith, 2003). In the event that the workforce is not sufficiently taught in procurement matters, grave results; including, breaks of sets of accepted rules happen.

As per Adjei (2006), procurement professionalism alludes to the career whereby taught, experienced and mindful procurement officers settle on educated choices with respect to procurement of works, sustenance and administrations and contends that procurement experts' responsibility in the acquisition arrangement in Ghanaian economy is basic to the nation monetary improvement. In an acknowledgment, critical objectives were made by the Public Procurement Board to advance professionalism in procurement and gives experts improvement, support people and MDAs who are occupied with open acquisition. The Board is to guarantee adherence to moral norms via prepared persons in procurement forms.

As per Pillary (2004) referred to in Raymond (2008), there are around 500,000 expert procurement individuals in the United States and just 10 percent of these are affiliates to an expert body and the rest are not by any means mindful that there are moral and lawful benchmarks incorporated in procurement. Additionally, Raymond (2008) connected the absence of a high level of professionalism in public acquisition to corruption, which at last blocks acquiescence. The acquisition officers must be prepared and mindful about all directions in connection to procurement and related measures (Hui et al., 2011). Rossi (2010) attested that, moral code is an obstruction of off base conduct as well as an empowering influence for all individuals from the association to protect the moral legacy of the firm.

Transparency in acquisition then again implies making procurement procedures unlock to suppliers and temporary workers of merchandise, works and services. This goes to ensure that procurement modus operandi is open to partners and invested individuals to observe.

Also, Adjei (2006) transparency requires the invention of open and reasonable technique for procurement of goods, works and services. Straightforwardness prompts development of internal savings and competitiveness, and the general society division is seen as dependable commerce associate. Transparency is viewed as one of the greatest impediments to bribery and gives admittance to data or intelligence to people in general.

2.6.2 Value for Money and Competitiveness in Public Procurement

Value for money alludes to the ideal blend of "whole life cost" and "quality" to meet up client or end-clients necessity to secure goods, works and services in thought and typically mirror in the cost of the thing obtained. Worth for Cash is the most imperative standard of procurement. Worth for Cash in the public division involves thought of commitment made to propel management approaches and needs whilst accomplishing most excellent takings and execution for cash being used up (Bauld & McGuinness, 2006). The Public Procurement Board (PPB) aim is to synchronize procedures of procurement in the government departments in order to safe fiscal, careful and productive utilization of the nation assets in open acquisition to confirm the worth for cash standard of the acquisition framework (Public Procurement Act, 663).

Competitiveness alludes to the dynamic investment of the personal segment as well as providers in the acquisition procedure during accessibility of acquisition data to everybody; during tender publications; audits sourcing; prequalification and selection of straightforward techniques in the acquisition frameworks. Competitiveness advantages could not be over underscored and incorporates possible investment funds for the country; increments in the provider stand; and advancement of the home commercial enterprises inside of the economy and in this manner inevitably prompting monetary improvement and destitution diminishment (PPB, 2006).

2.6.3 Accountability, Fairness and Efficiency in Public Procurement

The accountability, fairness, and productivity are three fundamental columns acquisition changes look for to accomplish reasonable and responsible acquisition framework which motivate the productive use of the government assets prudently.

Barrows (2003) wrap up that acquisition experts ought to be reasonably flaxen as they work with suppliers, potential bidders and the general public to gain the trust of the different performing artists inside of the procurement framework. Thompson (1991) characterized accountability as the procedure of holding an individual or an association completely in charge of activities and capacities being occupied with above which authority to practice are determined. Thompson (1991) summarized advantages of accountability and fairness as take

after: (1) Fortifying of the view of straightforwardness and reasonableness; (2) Lessening of the occurrence of debasement or bribery; and (3) Improvement of common trust and the way that techniques are held fast to in all phases of the procurement system.

2.6.4 Efficiency and Effectiveness

Efficiency and effectiveness are equally among the basic principles in public procurement framework that works to it successful goals. They are both elements which works in an auspicious way, with a base administration, while being receptive to the necessities of definitive clients of the merchandise or offices secured. Efficiency and effectiveness are characterized barely as far as worth for cash is deemed vital in the administration of private and public procurement structure (PPB, 2006).

In this perspective, efficiency and effectiveness is most excellent safe during public competition, reforms in procurement, and empowering additional reform system. A

more extensive meaning of efficiency and effectiveness are considered improvement picks up nearby price and high-quality guarantee that acquisition assumes to better degree parts for neediness diminishment (McDonald, 2008). In Ghana to be efficient and effective a powerful public procurement is to do acquisition exercises in an expert and straightforward environment with an unmistakable arrangement of predefined standards to encourage upgraded rivalry in this manner invigorating effectiveness and advancement amongst bidders. There is a superior usage of subsidizing, expanded allure to private segment and enhanced consumer loyalty (PPA, 2008).

As indicated by Cloete (1998), efficiency and effectiveness in the public sector implies fulfilling the most vital needs of the group to the best conceivable degree utilizing the restricted assets that are accessible for this reason. Accordingly, public body ought to be spoken to by skilled or competent personnel fit for putting the Public Procurement Act 2013 (Act 663) into practice to accomplish effectiveness and efficiency in the gear toward value for money syndrome.

2.7 Key Drivers to Promote Sustainable Procurement

There are several key drivers that lead to sustainable procurement practice in an organization. An attempt has been made to list some of the key drivers promoting Sustainable Procurement practices in the International context. Following are the key drivers on which the procurement practices are directed.

2.7.1 Government Authority and Legalizations

Government bodies and legislations play has been recognized as a key rationale for business organizations to take ecological action, and the regulatory sector has acknowledged the maximum concentration in the literature (Zhu & Sarkis, 2006; Björklund, 2011). Government authority and legalizations normally play a significant role in persuading business organizations to focus on the sustainability principles and

practices. Government authorities may adopt a command and control' perception e.g. carbon tax, fines and penalties to non-maintenance of environmental standards and subsidizing certain industries as well as technologies (Gupta & Desai, 2011).

2.7.2 Societal Pressure

Walker et al. (2008) identified that pressure from a variety of societies such as NGOs and green promotion groups' forces business organizations to critically consider about their environmental and social sustainability plans. The broader societal considerations may include occupational health and safety practices, local society issues, employability practices, and stakeholder dimensions etc. (Bai & Sarkis 2010).

2.7.3 Top/Middle Management

When the leadership has complete knowledge on the business organizations' sustainability objectives, they make decision accordingly (funds allocation, priority setting, technology & infrastructure advancement etc. Top/middle management leadership is very influential in motivating the business organizations to assess their role in society and are accountable for the business organizations' sustainability development programs (Giunipero et al., 2012). This is applicable to procurement domain also.

2.7.4 Employees

Employees of a firm should understand that what they do and how it affects the environment and society. This will lead to new environmental and social friendly programs towards sustainable development initiated by employees and supported by management (Rondinelli & Berry, 2000; Szekely & Knirsch, 2005). Employee knowledge, awareness, interest and confidence may play very important role in purchasing decisions (Van Weele, 2005; Björklund, 2011).

2.7.5 Suppliers' Involvement

Suppliers' involvement in environmental issues has got significant importance in previous literatures. Supplier involvement in environmental design is necessary to improve environmental and social performances (Tate et al., 2012). Collaboration with suppliers is another way to achieve sustainability (Chabbane et al., 2012). Effective communication with suppliers affects sustainable procurement practices in the organization (Walker & Brammer, 2012).

2.7.6 Education and Training of Supply Chain Partners

Customers have started to comprehend that their purchasing activities may cause a huge impact on environment. Customers may put pressure on business organizations to produce environment friendly and socially responsible products (Wahid et al., 2011). A business cannot presume to observe their supplier's environmental awareness and benchmarking when the business itself does not keenly partake in such activities (Palisi, 2012). Business organizations should recognize education and training needs of their SC members and the education training should include: green and environmental policy, benefits of improved performance and job specific environmental impacts etc. SC members' education and training will help to attain the sustainable consumption and production practices in the society (Sambasivan & Fei, 2008; Ageron et al., 2012).

2.8 Empirical review

The few empirical studies (Coppens, 2009, European Economics, 2006, Estache and Iimi, 2008) quantified the cost savings from transparency and competition in procurement markets; they concluded that rules and procedures that promote transparency and competition tend to reduce procurement prices substantially. Europe Economics (2006) estimated that EU Procurement legislation, adopted by Sweden increased supplier competition, and has led prices to decline by 2.5-10 percent in about

20 percent of the procurement market in Sweden. They argued that costs savings in procurement led to lower labour income taxation. Higher transparency and discipline in Public Procurement was expected to increase competition for work, supply and service contracts and to raise the number of bids per tender. Survey-based analysis in Europe Economics (2006) found costs savings for contracting authorities of 2.5-10% of the intended contract value, varying across sectors and industries; the savings are a positive function of the number of bids per tender. Similarly, the econometric evidence in Coppens (2009) suggests average costs savings of 5.5% of the contract value from European procurement legislation reform.

Empirical studies about government procurement auctions show the importance of the competitive environment to achieve savings in government procurement, investigates the competitive effect in the Japanese Official Development Assistance (ODA) projects. Iimi 2007, reports that winning bid decreases as the number of bidders increase. Thus, increasing local firm participation in auctions strengthens bidding competition and results in more efficiency at the auction level. Tas et. al. (2008) analyzes 130,094 government procurement auctions for the years 2004 to 2006 in Turkey and finds that the number of bidders positively and negatively affects the procurement price. They show that competitive environment significantly improves efficiency of government procurement auctions in Turkey. As a result, theoretical and empirical studies show that competitive environment is essential to achieve lower (cost saving) procurement prices in government procurement auctions.

A study conducted by PPA revealed that the Government of Ghana could save about 25 percent of its domestic revenue from prudent public procurement practices and it

reduces government expenditure. He is of the view that public procurement system in Ghana is in conformity with international best practices (Ghanaian Times, 2009).

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter builds on that background to set the analytical framework that is used in this study. The methodology covers the research design, population, sample size, sampling technique, sources of data, and method of data analysis.

3.2 Research Design

A research design is the basic plan which directs the data collection and analysis stages of the research project (Creswell, 2007). It is the frame work which specifies the kind of information to be collected, the source of data, and the data collection procedures (Kinneer, et al., 1991). For a successful study, a descriptive research was employed. Descriptive research is a study designed to depict the participants in an accurate way. There are three ways a researcher can go about doing a descriptive research project (Yin, 2009). That is, observational, case study and survey. In order to get an in-depth study of assessing Public Procurement Act (914) on sustainable procurement in the public institution, a case study was employed which helped in gaining insight as to how such practices and methods suit the selected company.

As regards this research, the conceptual design is that research problem and research questions inform the formulation of research objectives which guided literature review. Both qualitative and quantitative method was used. Data collected from units of analysis were analyzed and inferences drawn based on phenomena observed.

3.3 Research Population

A broader set of cases from which a smaller unit (sample) is selected from is called a population (Yin, 2009). The complete set of persons and items having some common

characteristics are referred to as the universe (Hayes, 2011). Kintchenham et al. (2002) mentioned that, target population is the collection or the persons to whom the survey relates and those collections or persons who are in a position to answer the questions and to whom the outcome of the survey relates. The population for this study comprised members of staff who are involved in public procurement activities in Municipal Assemblies in Greater Accra (i.e. Adenta Municipal Assembly, Ga East Municipal Assembly and La Nkwantanang Madina Municipal Assembly). The survey covered a population of over 200 people comprising staff of the Procurement Unit, Finance/Accounts Section, Internal Audit Unit, Entity Tender committee and Key Suppliers of the municipalities.

3.4 Sample size

Baker defined a sample as “a selected set of elements or units drawn from a larger whole of the element, i.e. the population. Due to the large number of the study population involved, a sample of 84 respondents were drawn from the population for the study. Respondents were mainly drawn from the Procurement Unit, Finance/Accounts Section, Internal Audit Unit, Entity Tender committee and Key Suppliers of the municipalities as shown in the Table 3.1.

Table 3.1: Sample size

Strata	Number of respondents from each of the 3 municipalities	Total Number of respondents
Procurement Unit	6	18
Finance/Accounts Section	4	12
Internal Audit Unit	2	6
Entity Tender committee	6	18
Key Suppliers	10	30
Total	28	84

Source: field data (2019)

As shown in the Table 3.1 above, 6 respondents were drawn from the Procurement Unit of each of the three municipalities, 4 respondents were drawn from the Finance/Accounts Section of each of the three municipalities, 2 respondents were drawn from the Internal Audit Unit of each of the three municipalities, 6 respondents were drawn from the Entity Tender committee of each of the three municipalities and 10 respondents were drawn from the Key Suppliers from each of the three municipalities. Thus, in all, a total of 84 respondents were drawn as the sample size.

3.1 Sampling technique

For the purpose of the study, stratified random sampling was utilized for the purpose of gathering primary data for this research. A stratified random sampling involves dividing the entire population into homogeneous groups called strata (Procurement Unit, Finance/Accounts Section, Internal Audit Unit, Entity Tender committee and Key Suppliers of the three municipalities). Random samples are then selected from each stratum. The study adopted stratified random sampling because it ensures that each subgroup of a given population is adequately represented within the whole sample population of a research study.

3.5 Data sources

In order to accomplish the objectives of this study, the study employed both primary and secondary data sources using quantitative and qualitative method of assessment. Quantitative research inspects connections between variables, which are measured numerically and analyzed utilizing variety of statistical techniques. It often incorporates controls to guarantee the validity of information as in an experimental plan (Saunders, et al., 2007).

Qualitative research on the other hand, gives adaptability and affords the researcher the chance to conduct an in-depth research. It produces non-numerical insight. The primary reason is to enhance thought of primary intentions and motivations. It additionally offers an insight into the circumstances of a precarious and consequently creates contemplations, aids to grasp social behaviour and the points of interest late it (Saunders, et al., 2007).

The researcher employed both quantitative and qualitative methods of assessment in order to quantify data and simplify results from a sample to the interest population as well as develop an in-depth understanding and meaning in the minds of possible readers of this study.

3.6 Primary Data

Primary Data are those which are collected afresh and for the first time, and thus happen to be original in character. Saunders, et al. (2007) defines primary data as data collected specifically for the purpose of that particular research. The primary data was obtained through the use of structured questionnaire. This source of data was considered vital for this study as it provided definite information to the study.

3.7 Secondary Data

As per Saunders et al. (2007) secondary data are those which have already been gathered by organizations, and researchers which have previously been processed. Secondary data therefore is the type of data which has previously been collected by some organization and researchers to pursue their own needs and purpose but it is used by the unit under reference for an entirely different reason. The secondary data were collected from the municipalities and other institutions news letters, diaries, website,

articles and journals to provide factual reference basis for the study. (Saunders et al., 2012).

3.2 Research Instrument (Questionnaire)

The data collection instrument is essential in any research and this part of the study explains the instrument used in gathering data. This study adopted mainly questionnaires as the only instrument to help collect the right data for the study. A questionnaire is simply a data collection instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents (Saunders et. al., 2012). The questionnaire was used because it enabled the respondents to work at their own pace and convenience. Another reason why the questionnaire would be used is because questionnaires provide a great deal of anonymity to respondents, in terms of soliciting for open and honest responses.

3.3 Administration Procedures

A cover letter was attached to the questionnaires to introduce the respondents to the research topic to avoid any suspicion or mistrust respondents might have about the study. It was also to help motivate respondents to participate in the study to answer the questions to assure them of anonymity and confidentiality and to show them how to fill the questionnaires. The survey period for data collection was one week.

3.4 Data Analysis

The questionnaires were coded and analysed using the Statistical Package for Social Sciences (version 21.0). Descriptive statistics such as tables, figures, frequencies and percentages were used in the presentation of the analysis.

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter sought to deal with the analysis and discussion of the results of data collected from survey, also relating it to secondary information available. Data was collected, re-sorted out and manipulated with appropriate software for efficient analysis. Computerized software used included SPSS version 21.0. Results were in tables, pie charts, graphs and interpretation of results made as possible. Although, 84 questionnaires were distributed, only 75 were retrieved and were used for the analysis.

4.1 Socio-demographic data of respondents

The socio-demography of respondents was found to have a firm view of the background of respondents used and to ascertain the facts whether they qualified to form the respondent for the study. Characteristics of respondents are outlined as gender, age, educational level, primary function of respondents and, work experience.

Table 4.1 below shows the gender distribution of respondents for the study which is made up of about 73.3% male and 26.7% female. This implies that majority of the study respondents are males which could also mean that majority of the stakeholders in public procurement are predominantly male oriented.

On the age group of respondents, as shown in Table 4.1 below, most of the study representing 64% are mainly between the ages 41 to 50 years, followed by those in 31 to 40 years representing 14.7% and those above 50 years represents 14.7%. Clearly, the analysis shows that, majority of the respondents are mature enough to work in the institution. This means that, the responses given by the respondents can be relied upon as valid.

When respondents were asked to indicate their educational level. As shown in the Table 4.1 below, 42.7% indicated they had Diploma/ HND; 24% of the respondents out of the total sample indicated they had Bachelor's degree while 21.3% of the respondents indicated they had post graduate qualifications (Master's degree) as shown in the Table 4.3 below. In the opinion of the researcher, the results showed that the study respondents have attained various qualifications suitable in many ways for their respective job and contributed meaningfully to the study.

As shown in the Table 4.1 below, stakeholders in the public procurement processes were represented in the study. As shown, 28% of the respondents were from the Key Suppliers, 20% were from the Entity Tender committee, 20% were from the Procurement Unit. Similarly, the Finance/Accounts Section were represented by 16% while the Internal Audit Unit were also represented by 16% of the total respondents.

The Table 4.1 below shows the number of years respondents have practiced their current profession. It revealed that majority (46.7%) of the respondents have been worked for a period between 5 to 15 years while 32% of the respondents have worked for less than 5 years. This outcome is an indication that majority of the respondents have gained some level of experience in terms of public procurement practices and could attest to the reformations in public procurement over the period. Such level of experience was useful for this study.

Table 4.1: Socio-demographic data of respondents

Gender	Frequency	Percent
Male	55	73.3
Female	20	26.7
Total	75	100.0
Age Group		
20-30years	5	6.7
31-40years	11	14.7
41-50years	48	64.0
Above 50 years	11	14.7
Total	75	100.0
Educational level		
Diploma/ HND	32	42.7
Professional	9	12.0
Degree	18	24.0
Masters	16	21.3
Total	75	100.0
Diploma/ HND	32	42.7
Unit/ department		
Procurement Unit	15	20.0
Finance/Accounts Section	12	16.0
Internal Audit Unit	12	16.0
Entity Tender committee	15	20.0
Key Suppliers	21	28.0
Total	75	100.0
Period		
Less than 5 years	24	32.0
5- 15 years	35	46.7
16-30 years	10	13.3
More than 30 years	6	8.0
Total	75	100.0

Source: Field data (2019)

4.2 Existing sustainable procurement practices in municipalities assemblies in of Ghana

This section of the analysis focused on the research question one of this study which seeks to demystify the existing sustainable procurement practices in municipalities in Ghana.

Table 4.2: Sustainable procurement practices in MMDAs

Statement	Mean	Std. Deviation
There is a policy in place to ensure implementation of sustainable procurement practice at your outfit?	3.53	1.189
Your organization/ department have and use a procurement manual?	3.35	1.121
In defining the requirements of a contract, there are some important sustainability considerations?	3.87	1.070
Contractors are bound to the practice of Sustainable Procurement in your outfit?	3.75	1.067
Environmental impacts managed during project implementation in your outfit?	3.45	1.349
Social impacts managed during project implementation in your outfit?	4.13	.991
Economic impacts are managed during project implementation in your outfit?	4.25	1.001
Valid N (listwise)		

Source: Field data (2019)

According to the Table 4.2 above, majority of the respondents agreed that there is a policy in place to ensure implementation of sustainable procurement at the municipal assemblies. This statement is shown with mean value of 3.53 with a corresponding standard deviation value of 1.189. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement. This implies that, the municipal assemblies have policies to ensure implementation of sustainable procurement. According to PUFMARF (1996), prior to the enactment of the Public Procurement Acts, the procurement system in Ghana had no comprehensive

public procurement policy. This is a reason why Part I of the Public Procurement Act (2016) stresses the setting up of a Public Procurement Board, which is the central body in charge of policy formulation on procurement with oversight responsibility for the process.

Also, the statement ‘MMDAs have and use a procurement manual’ is shown with mean value of 3.35 with a corresponding standard deviation value of 1.121. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement. This implies that, while some municipal assemblies have developed procurement manual to ensure sustainable public procurement, other assemblies do not have any procurement manual. This outcome confirms the claim by Anvuur & Kumaraswamy, (2006) that prior to the enactment of the Public Procurement Act, 2003 (Act, 663), Ghana National Procurement Agency (GNPA) and Ghana Supply Company Limited (GSCL) were the main agents that procured all public goods for the government since there was no comprehensive procurement guidance. These bodies purchased goods and services on behalf of public entities.

The study sought to ascertain whether in defining the requirements of a contract, there are some important sustainability considerations amongst MMDAs in Ghana. This statement is shown with mean value of 3.87 with a corresponding standard deviation value of 1.070. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement. This implies that, sustainability considerations are requirements in the tendering processes amongst MMDAs in Ghana. Since sustainability of Public Procurement is on the national agenda, the new Act seeks to ensure that MMDAs would continue to seek concurrent approval from the Central Tender Review Committee. According to Ghana Integrity

Initiative (2007), Public Procurement “is the acquisition of goods and services at the best possible total cost of ownership, in the right quantity and quality, at the right time, in the right place for the direct benefit or use of governments, corporations, or individuals, generally via a contract.

According to the Table 4.2 above, majority of the respondents agreed that Contractors are bound to the practice of Sustainable Procurement. According to the Table 4.2 below, majority of the respondents agreed that there is a policy in place to ensure implementation of sustainable procurement at the municipal assemblies. This statement is shown with mean value of 3.75 with a corresponding standard deviation value of 1.067. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement. The Public Procurement Acts stipulates that, “to determine the lowest evaluated tender, the procurement entity shall consider; the extent of local content, including manufacturer labour and materials, in goods, works or services being offered by suppliers or contractors.” This section of the Act ensures that the contractor becomes obliged to ensure their services are sustainable.

The study sought to ascertain whether MMDAs consider environmental impacts during procurement processes of a project This statement is shown with mean value of 3.45 with a corresponding standard deviation value of 1.349. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement.. This implies that environmental impacts are considered during project implementation in MMDAs in Ghana. This finding confirms Ageron et al. (2012) assertion that business organizations should recognize green and

environmental policy, and environmental impacts on projects that will help to attain the sustainable consumption and production practices in the society.

The study also sought to ascertain the economic impacts of projects. This statement is shown with mean value of 4.13 with a corresponding standard deviation value of .991. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement. This implies that MMDAs consider the economic impacts during project contracts for sustainable procurement. According to Berry (2011), an organized methodology can be utilized to deliver a spend profile of the item or administrations over its expected life range and it will incorporate the expense for procurement, use, upkeep and transfer of the product or service. Even a forthright cost for sustainable items could be lowered due down to the use of a sustainable production process.

respondents agreed that social impacts are managed during project implementation in the MMDAs. This statement is shown with mean value of 4.25 with a corresponding standard deviation value of 1.001. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement.. According to UNEP (2011), SPP may improve obligations to social advancement objectives, because, it can also contribute to reducing poverty and improving living conditions in developing countries as it promotes voluntary social standards e.g. fair Trading. Sustainable Public Procurement can also motivate social inclusion as well as fight for social justice. Social elements included complying with core labor standards, recognizing diversity and equality, ensuring fair working conditions, developing local communities and increasing employment and skills.

4.3 Stakeholders compliance with the provisions of Public Procurement Act in terms of sustainable procurement

This section of the analysis focused on the research question two of this study which seeks to determine the extent to which stakeholders comply with the provisions of Public Procurement Act in terms of sustainable procurement.

Table 4.3: Stakeholders compliance with the provisions of Public Procurement Act in terms of sustainable procurement

	Mean	Std. Deviation
Your assembly enforces Section 13 (3) which stipulate that the part of the annual report concerning a Metropolitan, Municipal or a District Assembly and the relevant part of the audited accounts, together with relevant parts of the Auditor General's Report	3.12	1.150
Your assembly enforces Section 19 (1) which stipulate that the head of a procurement entity of each ministry, department and agency and Metropolitan, Municipal and District Assembly, shall establish a procurement unit within the entity which shall be head	3.51	1.057
Your assembly ensures that an entity tender committee of a Regional Coordinating Council reviews procurement plans in order to ensure that they support the policies and programmes including sustainable procurement of the Regional Administration, Metropoli	4.12	.869
Your assembly ensures that an entity tender committee of a Regional Coordinating Council shall confirm the range of acceptable costs of items to be procured based on sustainable procurement. and match these with the available funds in the approved budget	3.40	1.208
Your assembly ensures that an entity tender committee of a Metropolitan, Municipal or District Assembly reviews and approves annual procurement plans and quarterly updates of procurement plans in order to ensure that they support the policies and programm	3.17	1.399

Your assembly ensures that an entity tender committee of a Metropolitan, Municipal or District Assembly confirm the range of acceptable costs of items to be procured and match these with the available funds in the approved budget of the Assembly to ensure	4.07	1.018
Your assembly ensures that an entity tender committee of a Metropolitan, Municipal or District Assembly review the schedules of procurement and specifications and ensure that the procurement procedures to be followed are in strict conformity with the prov	4.47	.811
Your assembly ensures that an entity tender committee of a Metropolitan, Municipal or District Assembly ensure that the necessary concurrent approval is obtained from the appropriate tender review committee where applicable, as specified in the Third Sche	4.07	1.018
Your assembly ensures that an entity tender committee of a Metropolitan, Municipal or District Assembly facilitate contract administration and ensure compliance with reporting requirements under this Act (Section 19 (4) a) to ensure sustainable procuremen	3.12	1.150
Your assembly ensures that an entity tender committee of a Metropolitan, Municipal or District Assembly assist the head of entity to ensure that stores, vehicles and equipment are disposed of in compliance with this Act. (Section 19 (4) b) to ensure susta	3.51	1.057
Your assembly enforces Section 21 (1) which stipulates the criteria for the evaluation of proposals, including the (b) proposal price, including the ancillary or related costs; and (ii) the economic development potential offered by the proposal, including	2.77	1.214
Valid N (listwise)		

Source: Field data (2019)

The study sought to ascertain whether MMDAs enforces Section 13 (3) which stipulate that the part of the annual report concerning a Metropolitan, Municipal or a District Assembly and the relevant part of the audited accounts, together with relevant parts of the Auditor General's Report. As shown in the Table 4.3 above, This statement is shown with mean value of 3.12 with a corresponding standard deviation value of 1.150. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement.

As shown in Table 4.3 below, the respondents agreed that Metropolitan, Municipal and District Assembly enforces Section 19 (1) which stipulate that the head of a procurement entity of each ministry, department and agency and Metropolitan, Municipal and District Assembly, shall establish a procurement unit within the entity which shall be head. This statement is shown with mean value of 3.51 with a corresponding standard deviation value of 1.057. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement.

As shown in table 4.3 below, the respondents agreed that their assembly ensures that an entity tender committee of a Regional Coordinating Council reviews procurement plans in order to ensure that they support the policies and programmes including sustainable procurement. This statement is shown with mean value of 4.12 with a corresponding standard deviation value of .869. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement. This implies that MMDAs ensure that an entity tender committee of a Regional Coordinating Council reviews procurement plans in order to ensure that they support the policies and programmes including sustainable procurement. This therefore makes sustainable procurement a national agenda since all Regional Coordinating Council review procurement activities of MMDAs.

The study sought to ascertain whether MMDAs get approval for cost of items to be procured based on sustainable procurement and match these with the available funds in the approved budget. As shown in Table 4.3 above, the respondents agreed with the assertion. This statement is shown with mean value of 3.40 with a corresponding standard deviation value of 1.208. This mean value approximately falls above the rank

of 3 as rated on the questionnaire indicating that the respondents agree to the statement. This implies that MMDAs ensures that an entity tender committee of a Regional Coordinating Council shall confirm the range of acceptable costs of items to be procured based on sustainable procurement and match these with the available funds in the approved budget.

As shown in the Table 4.3 above, the respondents agreed that their assembly ensures that an entity tender committee of a Metropolitan, Municipal or District Assembly reviews and approves annual procurement plans and quarterly updates of procurement plans in order to ensure that they support the policies and programme. This statement is shown with mean value of 3.17 with a corresponding standard deviation value of 1.399. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement. This implies that, Entity tender committee of a Metropolitan, Municipal or District Assembly reviews and approves annual procurement plans and quarterly updates of procurement plans as provided by the Public Procurement Act (2016).

As shown in table 4.3 above, the respondents strongly agreed that their assembly ensures that an entity tender committee of a Metropolitan, Municipal or District Assembly confirm the range of acceptable costs of items to be procured and match these with the available funds in the approved budget of the Assembly to ensure sustainable procurement. This statement is shown with mean value of 4.07 with a corresponding standard deviation value of 1.018. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement. This implies that, entity tender committee of a Metropolitan, Municipal or District Assembly confirm the range of acceptable costs of items to be procured and match these with the available funds in the approved budget.

As shown in Table 4.3 above, the respondents strongly agreed assembly ensures that an entity tender committee of a Metropolitan, Municipal or District Assembly review the schedules of procurement and specifications and ensure that the procurement procedures to be followed are in strict conformity with the provisions. This statement is shown with mean value of 4.47 with a corresponding standard deviation value of .811. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement. This implies assembly ensures that an entity tender committee of a Metropolitan, Municipal or District Assembly review the schedules of procurement and specifications and ensure that the procurement procedures to be followed are in strict conformity with the provisions.

As shown in Table 4.3 above the respondents agreed that their assembly ensures that an entity tender committee of a Metropolitan, Municipal or District Assembly ensure that the necessary concurrent approval is obtained from the appropriate tender review committee where applicable, as specified in the Third Schedule. This statement is shown with mean value of 4.07 with a corresponding standard deviation value of 1.018. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement.

As shown in table 4.3 above, the respondents agreed that their assembly ensures that an entity tender committee of a Metropolitan, Municipal or District Assembly facilitate contract administration and ensure compliance with reporting requirements under this Act (Section 19 (4) a) to ensure sustainable procurement. This statement is shown with mean value of 3.12 with a corresponding standard deviation value of 1.150. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating

that the respondents agree to the statement. This implies that, MMDAs ensures that an entity tender committee of a Metropolitan, Municipal or District Assembly facilitate contract administration and ensure compliance with reporting requirements under this Act (Section 19 (4) a) to ensure sustainable procurement.

As shown in Table 4.22 above, the respondents agreed that their assembly ensures that an entity tender committee of a Metropolitan, Municipal or District Assembly assist the head of entity to ensure that stores, vehicles and equipment are disposed of in compliance with this Act. (Section 19 (4) b) to ensure sustainable procurement. This statement is shown with mean value of 3.51 with a corresponding standard deviation value of 1.057. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement.

As shown in Table 4.3 above, the respondents disagreed that their assembly enforces Section 21 (1) which stipulates the criteria for the evaluation of proposals, including the (b) proposal price, including the ancillary or related costs; and (ii) the economic development potential offered by the proposal. This statement is shown with mean value of 2.77 with a corresponding standard deviation value of 1.214. This mean value approximately falls below the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement.

4.4 Measures to improve sustainable procurement in accordance with the provisions

This section of the analysis focused on the research question three of this study which seeks to recommend measures to improve sustainable procurement in accordance with the provisions.

Table 4.4: Measures to improve sustainable procurement

	Mean	Std. Deviation
Top/Middle Management being equipped with Knowledge/expertise in SPP	3.45	1.004
Employees Individual/personal commitment towards Sustainability	4.11	.863
Collaboration with contractors in a way to achieve Sustainability	3.88	1.404
Absence of a financial hurdle	4.57	.701
Government Support/ Legislation and Policies	4.21	.990
Societal Pressure (e.g. NGOs, green promotion groups, media e.t.c)	4.77	1.214
Valid N (listwise)	4.88	1.404

Source: Field data (2019)

According to the Table 4.4 above, majority of the respondents agreed that Top/Middle Management being equipped with Knowledge/expertise in SPP would promote the effective implementation of sustainable public procurement amongst MMDAs in hand. This statement is shown with mean value of 3.45 with a corresponding standard deviation value of 1.004. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement. This findings confirms Björklund (2011) assertion that Employee knowledge, awareness, interest and confidence may play very important role in procurement decisions. Similarly, Giunipero et al. (2012) asserted that when the leadership has complete knowledge on the business organizations' sustainability objectives, they make decision accordingly (funds allocation, priority setting, technology and infrastructure advancement etc. Top/middle management leadership is very influential in motivating the business organizations to assess their role in society and are accountable for the business organizations' sustainability development programs This is applicable to procurement domain also.

According to the Table 4.4 above, the respondents agreed that the presence of procurement planning, strategies and goal setting would improve sustainable public procurement practices amongst MMDAs in Ghana. This statement is shown with mean value of 4.11 with a corresponding standard deviation value of .863. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement. Giunipero et al. (2012) suggested that most of business organizations did not have a strong business case for sustainability because they face trouble in planning beyond the short-term strategic goals e.g. uncertainty to meet requirements of regulatory bodies and customers. This priority stops the organization to look at the industry horizontally for the sustainable growth.

As shown in the Table 4.4 below, majority of the respondents agreed that employees' commitment towards sustainability is paramount towards the achievement of aim of sustainability. This statement is shown with mean value of 3.88 with a corresponding standard deviation value of 1.404. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement. This outcome is in agreement to Szekely & Knirsch (2005) assertion that employees of a firm should understand that what they do and how it affects the environment and society. This will lead to new environmental and social friendly programs towards sustainable development initiated by employees and supported by management.

According to the Table 4.4 below, the respondents agreed that Collaboration with contractors is a way to achieve Sustainability amongst MMDAs in Ghana. This statement is shown with mean value of 4.57 with a corresponding standard deviation value of .701. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement.. According to Chabbane et al., (2012) Collaboration with suppliers is another way to achieve

sustainability. Effective communication with suppliers affects sustainable procurement practices in the organization (Walker & Brammer, 2012).

As shown in the Table 4.4 below, respondents agreed that the absence of a financial hurdle is ideal for sustainable procurement in MMDAs in Ghana. In the same analysis. This statement is shown with mean value of 4.21 with a corresponding standard deviation value of .990. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement. These findings confirm Sheth (2008) assertion that financial and cost barriers impede sustainable procurement practices.

As shown in the Table 4.4 below, respondents agreed that Government Support are required to push legislation and policies for sustainable procurement in MMDAs in Ghana. This statement is shown with mean value of 4.77 with a corresponding standard deviation value of 1.214. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the respondents agree to the statement. this finding confirms Palisi (2012) position that without the support from Government to change the mindset of the agencies and departments, the officials will never become aware of how big an impact it can make on the bottom line in terms of sustainable procurement.

As shown in the Table 4.4 above, respondents agreed that the societal Pressure (e.g. NGOs, green promotion groups and media) is a necessity to push the agenda of sustainable procurement in MMDAs in Ghana. This statement is shown with mean value of 4.88 with a corresponding standard deviation value of 1.404. This mean value approximately falls above the rank of 3 as rated on the questionnaire indicating that the

respondents agree to the statement. Walker et al. (2008) identified that pressure from a variety of societies such as NGOs and green promotion groups' forces business organizations to critically consider about their environmental and social sustainability plans.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

The purpose of this final chapter therefore, was to review the research process in relation to the research objectives and questions, in order to present a summary of the research findings, and draw conclusions, followed by recommendations which will be based on the findings of the study.

5.1 Summary of findings

Based on the objectives of the study, the following key findings were drawn;

5.1.1 Existing sustainable procurement practices in municipalities in Ghana.

The study found out that MMDAs understudied have policies to ensure implementation of sustainable procurement. Yet, not all municipal assemblies have developed a procurement manual to ensure sustainable public procurement.

The study also revealed that sustainability considerations are requirements in the tendering processes amongst MMDAs in Ghana and as such contractors are bound to the practice of Sustainable Procurement of projects from the MMDAs. The study found out that environmental, economic and social impacts are considered during project implementation in MMDAs in Ghana.

5.1.2 Comparison of provisions with practices of sustainable procurement.

The study sought to ascertain whether MMDAs enforce the Public Procurement Act (2016). The study revealed that MMDAs ensure the part of the annual report concerning a Metropolitan, Municipal or a District Assembly and the relevant part of the audited accounts, together with relevant parts of the Auditor General's Report as stipulated in Section 13 (3) of the Act.

The study found out that a greater majority of the MMDAs comply with Section 19 (1) which stipulate that the head of a procurement entity of each ministry, department and agency and Metropolitan, Municipal and District Assembly, shall establish a procurement unit within the entity which shall head some of the municipal assemblies comply with Section 19 (1) of the Public Procurement Act (2016). Some do not comply with the section.

The study found out that MMDAs ensure that an entity tender committee of a Regional Coordinating Council reviews procurement plans, approves annual procurement plans and quarterly updates of procurement plans, confirm the range of acceptable costs of items to be procured and match these with the available funds in the approved budget in order to ensure that they support the policies and programmes including sustainable procurement.

The study also revealed that MMDAs ensure that an entity tender committee of a Metropolitan, Municipal or District Assembly review the schedules of procurement and specifications and ensure that the procurement procedures to be followed are in strict conformity with the provisions.

The study also found out that MMDAs ensures that an entity tender committee of a Metropolitan, Municipal or District Assembly ensure that the necessary concurrent approval is obtained from the appropriate tender review committee where applicable, as specified in the Third Schedule as well as facilitate contract administration and ensure compliance with reporting requirements under this Act (Section 19 (4) a) to ensure sustainable procurement.

5.1.3 Measures to improve sustainable procurement in accordance with the provisions.

The study revealed that measures to improve sustainable procurement in accordance with the provisions in the acts includes Top and Middle Management being equipped with Knowledge/expertise in SPP would promote the effective implementation of sustainable public procurement; ensuring procurement planning, strategies and goal setting; employees commitment towards sustainability; collaboration with contractors; absence of a financial hurdle; government Support to push legislation and policies for sustainable procurement in MMDAs in Ghana; and societal pressure from NGOs, green promotion groups and media.

5.2 Conclusion

In conclusion, the study through its assessment unraveled the public procurement practices amongst MMDAs in the Greater Accra Region, specifically, Adenta Municipal Assembly, Ga East Municipal Assembly and La Nkwantanang Madina Municipal Assembly. The officials of these municipalities are making concerted efforts to enforce sections of the Public Procurement Act (2016), which makes provisions for sustainable procurement in Public administration.

The new Act seeks to reduce administrative costs and enhance efficiency, all tender review boards apart from the Central Tender Review Board would be dissolved. Ministries, Departments and Agencies (MMDAs) would continue to seek concurrent approval from the Central Tender Review Committee, and the Metropolitan, Municipal and District Assemblies (MMDAs) would use the newly created Regional Tender Review Committee.

Act 663 did not take into consideration the decentralization programme. Metropolitan, Municipal and District Assemblies are corporate bodies with legal personalities as provided for in section 4 (1) and (2) of the Local Government Act, 1993 (Act 462). District Assemblies are legislative bodies that also exercise executive authority through the Executive Committee of the District Assembly or Metropolitan Authority in the case of a Metropolitan Assembly. This role is expressed in article 241 of the 1992 Constitution.

The Object of the Authority of Public Procurement (Amendment) Act 2016, Act 914 is to harmonize the processes of public procurement in the public service to secure a judicious, economic and efficient use of state resources in public procurement and ensure that public procurement is carried out in a fair, transparent and non-discriminatory, environmentally and socially sustainable manner.

5.3 Recommendations

Based on the findings, the study proffers the following recommendations;

- i. The study recommends that MMDAs must have procurement manuals which would spell the procedures for compliance with relevant procurement procedures, providing professional and practical advice to the procuring entity on procurement matters. A Procurement Manual would provide the essential information and brief step-by-step procedures for procurement of goods, works and services. This document would guide the procurement officials directly involved in the procurement activities. It would also help in understanding the procurement processes and to achieve uniformity in procurement processes followed under the project.

- ii. The study further recommends that contractors biddings for projects submits as part of the tender documents, the environmental, economic and social impacts of the project. This must be criterion which would serve as a yardstick for selection. The officials at the MMDAs must also ensure that, impact assessment component of the projects is accurately executed.
- iii. The study again recommends that MMDAs must comply with Section 19 (1) by employing a head of the procurement entity who shall establish a procurement unit within the assembly. The official would provide help and advice to both internal stakeholders as well as suppliers to increase value and drive down costs.
- iv. The study recommends that there should be reporting and effective communications lines between the entity tender committees as well as other committee in the public procurement space in order to achieve the sustainable procurement agenda. Thus, entity tender committees from MMDAs, Regional and National leverage must synchronize their operations for effective delivery. This would make an entity tender committee of a Metropolitan, Municipal or District Assembly ensure that the necessary concurrent approval is obtained from the appropriate tender review committee where applicable.
- v. The study recommends that all stakeholders in the public procurement processes are educated and well equipped with amended procurement act with focus on sustainable procurement. This would inform their decisions and operations as far as sustainable procurement is concerned.

5.4 Limitations of the Study

Below were some limitations that were encountered during the study:

Unwillingness of the targeted professionals to provide detailed and accurate information due to conflicting interests making data collection difficult and bias.

Due to time and resource constraints, only three of the MMDAs in the Greater Accra were used as a case study. The inclusion of more MMDAs would have made the outcome of the study a regional or national phenomenon.

More so, it was difficult to revisit respondents who postponed their meeting for the survey. Busy schedules of the targeted respondents did not permit the researcher to have quality time to conduct a rigorous interview.

5.5 Recommendation for Further Research

The scope of future research can be broadened to include more MMDAs in the Region or entire nation. Future study can also focus on addressing the challenges in implementing Public Procurement Amendment Act, 2016 (Act 914) by comparing well-resourced MMDAs and under-resourced MMDAs.

REFERENCES

- Adjei, A., 2006. *Message from the Chief Executive*. Accra: Public Procurement Board.
- Adjei, A., 2008. *Message from the Chief Executive*. Accra: Public Procurement Board.
- Ageron, B., Gunasekaran, A., & Spalanzani, A, 2012. Sustainable supply management: An empirical study. *International Journal of Production Economics*, 140(1), p. 168–182.
- Ameyaw, C., & Mensah, S, Osei-Tutu, E, 2012. Public Procurement in Ghana: The Implementation Challenges to the Public Procurement Law 2003 (Act 663). *International Journal of Construction Supply Chain Management Vol. 2, No. 2*, pp. 55-65.
- Arrowsmith, M., 2003. *Principles of Procurement in the Public Sector*. UK: PPB .
- Bai, C., & Sarkis, J, 2010. Integrating sustainability into supplier selection with grey system and rough set methodologies. *International Journal of Production Economics*, 124(1), p. 252–264.
- Berns, M., Townend, A., Khayat, Z., Balagopal, B., Reeves, M., Hopkins, M. S., & Kruschwitz, N., 2009. The business of sustainability: What it means to managers now. *MIT Sloan Management Review*, 51(1), p. 20–26.
- Berry, C., 2011. *The Sustainable Procurement Guide: Procuring Sustainably Using BS 8903*. UK: British Standard Institute.
- Bjorklund, M., 2011. Influence from the business environment on environmental purchasing—Drivers and hinders of purchasing green transportation services. *Journal of Purchasing and Supply Management*, 17(1), p. 11–22.
- Brammer, S. & Walker, H, 2011. Sustainable procurement in the public sector : an international comparative study. *International Journal of Operations & Production Management*,, 31(4), p. 452–476.

- Chaabane, A., Ramudhin, A., & Paquet, M, 2012. Design of sustainable supply chains under the emission trading scheme. *International Journal of Production Economics*, 135(1), p. 37–49.
- Chari, F., & Chiriseri, L, 2014. Barriers to sustainable procurement in Zimbabwe. *Greener Journal of Business and Management Studies*, 4(1), p. 14–18.
- Christopher, M., & Lee, H, 2004. Mitigating supply chain risk through improved confidence. *International Journal of Physical Distribution & Logistics Management*, 34(5), p. 388–396.
- Coppens, O., 2009. *Does Competition Save Taxpayer's Money in Public Procurement?*. UK: mimeo.
- Crespin-Mazet, F., & Dontenwill, E, 2012. Sustainable procurement: Building legitimacy in the supply network. *Journal of Purchasing and Supply Management*, 18(4), p. 207–217.
- Creswell, J., 2008. *Research Design: Qualitative, quantitative and mixed methods approaches*. Thousand Oaks: Sage.
- Doh, Z., 2014. *Sustainable Procurement Practice in Ghana Health Service*. KNUST: Unpublished Msc. (Dissertation), Department of Building Technology.
- Estache, A. and A. Limi, 2008. Benefits from Competition for Infrastructure Procurements and Financial Needs Reassessed. *ECARES Conference on Emerging Competition Issues in the Procurement of Infrastructure Services*, pp. 1-4.
- European Commission, 2010. Promoting Environmental Technologies: sectoral analyses, barriers and measures. *A report from the Sustainable Production and Consumption Issue*, pp. 1-4.

- Ghana Integrity Initiative, 2007. *Quarterly Newsletter, Issue Number 23 - December, (2007) - ISSN: 0855 - 742X.* Accra: Ghana Integrity Initiative.
- Giunipero, L. C., Hooker, R. E., & Denslow, D, 2012. Purchasing and supply management sustainability: Drivers and barriers. *Journal of Purchasing and Supply Management*, 18(4), p. 258–269.
- Giunipero, L. C., Hooker, R. E., & Denslow, D, 2012. Purchasing and supply management sustainability: Drivers and barriers. *Journal of Purchasing and Supply Management*, 18(4), p. 258–269.
- Govindan, K., Kaliyan, M., Kannan, D., & Haq, A. N, 2014. Barriers analysis for green supply chain management implementation in Indian industries using analytic hierarchy process. *International Journal of Production Economics*, 147, p. 555–568.
- Gupta, S., & Palsule-Desai, O. D, 2011. Sustainable supply chain management: Review and research opportunities. *IIMB Management Review*, 23(4), p. 234–245.
- Handfield, R. B., Krause, D. R., Scannell, T. V., & Monczka, R. M, 2000. Avoid the pitfalls in supplier development. *Mit Sloan Management Review*, 14(2), pp. 1-4.
- International Institute for Sustainable Development, 2012. *Swiss-Ghana Project on Sustainable Procurement*. Switzerland: IISD.
- Lavastre, O., Gunasekaran, A., & Spalanzani, A, 2012. Supply chain risk management in French companies. *Decision Support Systems*, 52(4), p. 828–838.
- Limi, A., 2007. Aid and Competition in Procurement Auctions: A Case of Highway Projects. *Journal of International Development* 19, p. 997–1015.
- Luthra, S., Kumar, V., Kumar, S., & Haleem, A, 2011. Barriers to implement green supply chain management in automobile industry using interpretive structural

- modeling technique: An Indian perspective. *Journal of Industrial Engineering and Management*, 4(2), p. 231–257.
- McDonald, C., 2008. *Christian Aid. Buying Aid Power, Governance and Public Procurement*. Accra Ghana: s.n.
- Muduli, K., Govindan, K., Barve, A., Kannan, D., & Geng, Y, 2013. Role of behavioral factors in green supply chain management implementation in Indian mining industries. *Resources, Conservation and Recycling*, 76, p. 50–60.
- Nkuah, J. K., Berko, E., & Nangpiire, C, 2014. Branding the White Horse Negatively: The Public Procurement Act of Ghana Stands Accused. School of Business and Law, University for Development Studies, WA, Ghana. *International Journal of Academic Research*, p. 1.4.
- Ntayi, J.M., Gerrit, R., and Eyaa, S, 2009. Supply Chain Swiftness in a Developing Country: The Case of Uganda Small and Medium Sized Enterprises. *E-Journal of Business and Economic Issues*, Vol. 4, No. 1, pp. 2-7.
- Onyinkwa, J., 2013. Factors Influencing Compliance to Procurement Regulations in Public Secondary Schools in Kenya: A Case of Nyamche District, Kisii County. *Interdisciplinary Journal of Contemporary research in Business*, 5(1), pp. 1-3.
- Palisi, F., 2012. *Sustainable purchasing practices: An investigation into current industry awareness and practice*. s.l.:Master's Thesis College of Technology Paper 65.
- Pillary, S., 2004. Corruption – the Challenge to Good Governance: A South African. Programme, U. N. D., 2006. *Capacity development practice note*. s.l.:UNDP.
- Public Procurement Board, 2006. *Procurement planning, Short term training manual on the Public Procurement Act, 2003 (Act 663)*. Accra: GoG.

- Raymond, J., 2008. Benchmarking in public Procurement. *Benchmarking. An International Journal*, 15(6), pp. 782- 793.
- Rossi, C. L., 2010. Compliance: an over- looked business strategy. *International Journal of Social Economics*, 37(10), pp. 816-831.
- Sambasivan, M., & Fei, N. Y., 2008. Evaluation of critical success factors of implementation of ISO14001 using analytic hierarchy process (AHP): A case study from Malaysia. *Journal of Cleaner Production*, 16(13), pp. 1-3.
- Sarpong, A., 2007. *Procurement Management and its Associated Risks. A Lecture Presented at Workshop for Committee of Internal Auditors*. Kumasi: KNUST.
- Saunders, M. el tal, 2007. *Research Methods for Business Students*. 7th ed. England, UK: Pearson Education Limited.
- Sheth, J. N., 2008. *Chindia rising: How India and China will benefit your business*. New Delhi: Tata McGraw Hill.
- Szekely, F., & Knirsch, M., 2005. Responsible leadership and corporate social responsibility: Metrics for sustainable performance. *European Management Journal*, 23(6), p. 628–647.
- Tas, B K. O., Rasim Ozcan and Ilke Onur, 2008. Public Procurement Auctions and Competition in Turkey. *TOBB ETU Working Paper*.
- Tate, W. L., Ellram, L. M., & Dooley, K. J, 2012. Environmental purchasing and supplier management (EPSM). *Journal of Purchasing and Supply Management: Theory and practice*, 18(3), p. 173–188.
- Thai, K. V., 2005. *Challenges in public procurement. In Challenges in Public Procurement: An International Perspective Vol. 3*. Boca Raton FL, USA: PR Academics Press.

- United Nations Development Programme, 2007. *Contract, Asset and Procurement Management User Guide*. s.l.:UNDP.
- United Nations Environmental Programme (UNEP), 2011. *Towards a Green Economy: Pathways to Sustainable Development and Poverty Eradication – A Synthesis for Policy Makers*. [Online]
Available at: www.unep.org/greeneconomy
- United Nations, 2008. *Millennium Development Goals*. NY: UN.
- Van Weele, A. J., 2005. *Purchasing & supply chain management: analysis, strategy, planning and practice*. London: Thomson learning.
- Waara, F., 2007. Mitigating Contractual Hazards in Public Procurement, a study of Swedish local authorities.. *Journal of Construction Management and Economics*. Vol. 26, No.1-3, pp. 145-237.
- Wahid N. A, Farooq M, & Rahbar, E, 2011. Investigation of green marketing tools' effect on consumers' purchase behavior. *Business Strategy Series*, 12(2), pp. 73-83.
- Walker, H., Di Sisto, L., & McBain, D, 2008. Drivers and barriers to environmental supply chain management practices: Lessons from the public and private sectors. *Journal of Purchasing and Supply Management*, 14(1), p. 69–85.
- Weshah, M., 2013. Transparency in application of scientific principles and rules in government procurement to improve effectiveness of service and cost reduction in the Public Sector. *Far East Journal of Psychology and Business*, 10(3), pp. 9 - 26.
- Wickenberg, B., 2004. *Translation of Sustainability into Public Procurement Practices in Swedish Municipalities*. Sweden: Lund University.

- World Bank, 2001. *Global Development Finance: Building Coalition for Effective Development Finance*. Washington DC: World Bank.
- World Bank, 2003. *Ghana 2003 Country Procurement Assessment Report: Ghana Country Department*. Washington, DC: The World Bank.
- World Bank, 2004. *Global Development Finance: Building Coalition for Effective Development Finance*. Washington DC: World Bank.
- Yin, R., 2009. *Research Design*. UK: MacGraw Hill Inc.
- Zhu, Q., & Sarkis, J, 2006. An inter-sectoral comparison of green supply chain management in China: Drivers and practices. *Journal of Cleaner Production*, 14(5), p. 472–486.
- Zsidisin, G. A., 2003. Managerial perceptions of supply risk.. *Journal of Supply Chain Management*, 39(4), pp. 14-26.

APPENDIX -1

QUESTIONNAIRE

Introduction: I wish to introduce myself to you as a Master of Business Administration (MBA) student of the School of Business (IDL), Kwame Nkrumah University of Science and Technology. As part of the programme, I am required to write a thesis whose title is ‘ASSESSMENT OF PUBLIC PROCUREMENT ACT (914) ON SUSTAINABLE PROCUREMENT IN THE PUBLIC INSTITUTION. A CASE STUDY OF MUNICIPAL ASSEMBLIES IN GREATER ACCRA. The Management of your Assembly have granted me permission to use it as my case study organization. Consequently, sampled employees, of which you are a member, are required to fill in the questionnaire you have. I would be most grateful if you could please spare some few minutes of your precious time to answer all the questions. You are assured that all the data/ information you provide would be treated with utmost confidentiality. I thank you in advance for your co-operation.

Instruction: Please select the appropriate answer by ticking where applicable. You may also be required to complete open-ended questions in the spaces provided. Thank you.

Section A: Socio-Demographic Information

1. What is your gender? a) Male [] b) Female []

2. Which age bracket do you belong?
a) 20 -30 yrs [] b) 31 – 40yrs [] c) 41 – 50 yrs [] d) Above 50 yrs []

3. Highest Level of Education
a. SHS [] b. Diploma/HND [] c. Professional []

d. Degree [] e. Masters [] f. Others (Please specify.....)

4. Which of the following sections or department do you belong?
a) Procurement Unit []
b) Finance/Accounts Section []
c) Internal Audit Unit []
d) Entity Tender committee []
e) Key Suppliers []
f) Others, please specify

5. How long have you served in your current position?

- a) less than 5 years [] b) 5- 15yrs [] c) 16-30yrs [] d) More than 30 years
[]

Section B: Existing sustainable procurement practices

These are various sustainable procurement practices in your assembly. Using the scale from 1 to 5 indicate the extent of your agreement by **ticking** the appropriate alternative that best describes your opinion.

1 = strongly disagree 2 = disagree 3 = neutral 4 = agree 5 = strongly agree

Existing sustainable procurement practices	1	2	3	4	5
There is a policy in place to ensure implementation of sustainable procurement practice at your outfit?					
Your organization/ department have and use a procurement manual?					
In defining the requirements of a contract, there are some important sustainability considerations?					
Contractors are bound to the practice of Sustainable Procurement in your outfit?					
Environmental impacts managed during project implementation in your outfit?					
Social impacts managed during project implementation in your outfit?					
Economic impacts are managed during project implementation in your outfit?					
Social impacts are managed during project implementation in your outfit?					

Section C: Compare provisions with practices on sustainable procurement.

These are Comparison of provisions of the Public Procurement Act 2016 (Acts 914) with practices of sustainable procurement in your organization/ assembly. Using the scale from 1 to 5 indicate the extent of your agreement by **ticking** the appropriate alternative that best describes your opinion.

1 = strongly disagree 2 = disagree 3 = neutral 4 = agree 5 = strongly agree

	Comparison of provisions with practices of sustainable procurement	1	2	3	4	5
1.	Your assembly enforces Section 13 (3) which stipulate that the part of the annual report concerning a Metropolitan, Municipal or a District Assembly and the relevant part of the audited accounts, together with relevant parts of the Auditor General’s Report affecting specific Metropolitan, Municipal or District Assemblies in respect to sustainable procurement shall be submitted to that Metropolitan, Municipal or District Assembly for debate.”.					
2.	Your assembly enforces Section 19 (1) which stipulate that the head of a procurement entity of each ministry, department and agency and Metropolitan, Municipal and District Assembly, shall establish a procurement unit within the entity which shall be headed and staffed by qualified procurement personnel to ensure sustainable procurement.					
3.	Your assembly ensures that an entity tender committee of a Regional Coordinating Council reviews procurement plans in order to ensure that they support the policies and programmes including sustainable procurement of the Regional Administration, Metropolitan, Municipal or District Assembly.					
4.	Your assembly ensures that an entity tender committee of a Regional Coordinating Council shall confirm the range of acceptable costs of items to be procured based on sustainable procurement. and match these with the available funds in the approved budget of the Regional Administration, Metropolitan, Municipal Assembly or District Assembly					
5.	Your assembly ensures that an entity tender committee of a Metropolitan, Municipal or District Assembly reviews and approves annual procurement plans and quarterly updates of procurement plans in order to ensure that they support the policies and programmes of the Assembly as well as promote sustainable procurement.					
6.	Your assembly ensures that an entity tender committee of a Metropolitan, Municipal or District Assembly confirm the range of acceptable costs of items to be procured and match these with the available funds in the approved budget of the Assembly to ensure sustainable procurement.					

	Your assembly ensures that an entity tender committee of a Metropolitan, Municipal or District Assembly review the schedules of procurement and specifications and ensure that the procurement procedures to be followed are in strict conformity with the provisions of this Act, the Regulations and guidelines made under this Act in order to ensure sustainable procurement.					
	Your assembly ensures that an entity tender committee of a Metropolitan, Municipal or District Assembly ensure that the necessary concurrent approval is obtained from the appropriate tender review committee where applicable, as specified in the Third Schedule to ensure sustainable procurement.					
	Your assembly ensures that an entity tender committee of a Metropolitan, Municipal or District Assembly facilitate contract administration and ensure compliance with reporting requirements under this Act (Section 19 (4) a) to ensure sustainable procurement.					
	Your assembly ensures that an entity tender committee of a Metropolitan, Municipal or District Assembly assist the head of entity to ensure that stores, vehicles and equipment are disposed of in compliance with this Act. (Section 19 (4) b) to ensure sustainable procurement.					
	Your assembly enforces Section 21 (1) which stipulates the criteria for the evaluation of proposals, including the (b) proposal price, including the ancillary or related costs; and (ii) the economic development potential offered by the proposal, including domestic investment or other business activity to ensure sustainable procurement.					

Section D: Measures to improve sustainable procurement in accordance with the provisions

The following are a list of some strategies that improve Sustainable Procurement Practice in International context. Using the scale from 1 to 5 indicate the extent of your agreement by **ticking** the appropriate alternative that best describes your opinion.

1 = strongly disagree 2 = disagree 3 = neutral 4 = agree 5 = strongly agree

IMPROVEMENT STRATEGIES	1	2	3	4	5
Top/Middle Management being equipped with Knowledge/expertise in SPP					
Presence of procurement planning, strategies & goal setting					
Employees Individual/personal commitment towards Sustainability					
Collaboration with contractors in a way to achieve Sustainability					
Absence of a financial hurdle					
Government Support/ Legislation and Policies					
Societal Pressure (e.g. NGOs, green promotion groups, media e.t.c)					

Other opinions.....

