

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

**IDENTIFICATION OF UNETHICAL PROCUREMENT PRACTICES OF
PUBLIC ENTITIES IN THE HO MUNICIPALITY OF GHANA**

By

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degree of

MASTER OF SCIENCE

IN

PROCUREMENT MANAGEMENT

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CERTIFICATION

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

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ABSTRACT

This study sought to identify unethical procurement practices of public entities in the Ho municipality of Ghana. The study researched to know the extent to which the unethical procurement practices affect the municipality and what can be done to alleviate the effect of the unethical practices on the municipality. Ho Municipality was the focus of the study due to varied number of procurement activities being carried out in the municipality as well as proximity and accessibility of data to the study. Purposive sampling technique was used to select samples for the study. A Questionnaire was used as the main research instrument in collecting data. Descriptive analysis was employed to analyse data gathered from the field with the aid of computer analysis software tools such as Microsoft excel and Statistical Package for Social Sciences (SPSS). The research shown that activities that promoted good procurement practices such as keeping records of procurement activities, adopting the right tendering procedures and amicably resolving disputes and appeal cases, were adhered to by all entities. However, unethical behaviors such as collusion and fraud were identified. It also came to view that most procurement officials needed training and there were political interferences with the activities of the procurement officials. The study recommends that regular training should be given to all public officers involved in procurement, appropriate sanctions should be given to public officials who engage in unethical behaviors and appropriate measures should be established to check political interferences with procurement activities. Moreover, the study concludes that procurement practices in the municipality followed the legal Framework of PPA. However, Tender Boards and Review Boards should always ensure that sound procurement processes are always followed in the municipality.

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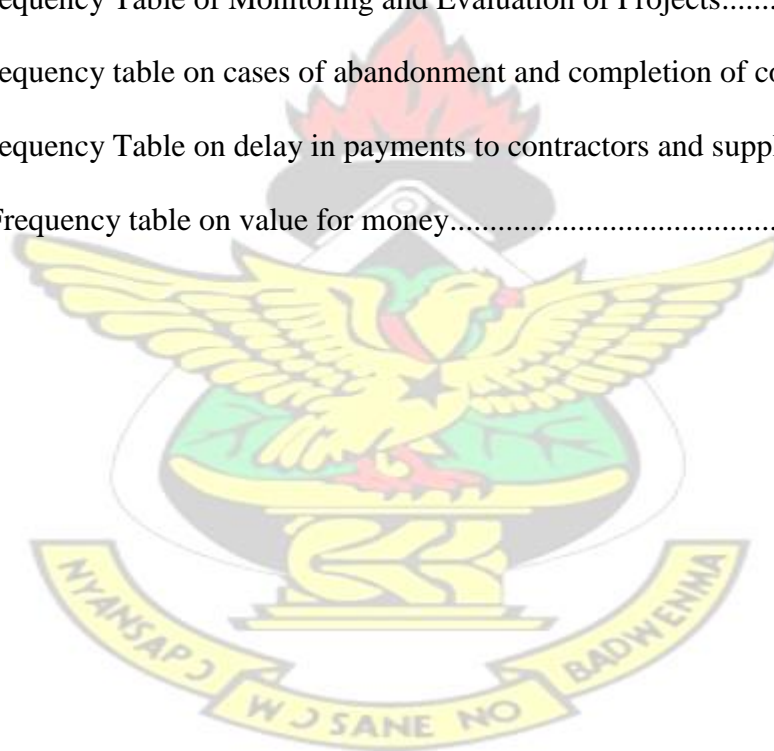
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ABBREVIATION AND ACRONYMS

EU.....	European Union
GPRS II.....	Growth and Poverty Reduction Strategy
MDAs.....	Ministries, Department and Agencies
MOF.....	Ministry of Finance
MTEF... ..	Medium Term Expenditure Framework
PQ	Price Quotation
PFM.....	Public Financial Management
PPA.....	Public Procurement Act
PPB.....	Public Procurement Board
PUFMARP.....	Public Financial Management Reform Programme
RFQ.....	Request for Quotation
SOE.....	State Owned Enterprise
SPSS.....	Statistical Package for Social Science
UN.....	United Nation
WB.....	World Bank
VFM.....	Value for Money
DACF.....	District Assembly Common Fund

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CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter presents the background to the study which identifies the unethical procurement practices in public entities in the Ho Municipality of Ghana. It also includes statement of the problem, aim, objectives of the study, research questions, and significance of the study, delimitation, limitations and organization of the study.

1.2 Background to the Study

Chêne (2009) notes that the main activity used by government to produce essential fiscal resources and make the nation a prime commercial or profitable player amongst evolving nations is Public Procurement. Acquiring goods, works or services using public funds by the contracting authorities that have been defined in the procurement law is termed as Public Procurement. It is required by the procurement law that Public procurement must follow the procedures that are enshrined in the law. These procedures guarantee the efficient use of state funds. Artley & stroh (2001) states that billions of dollars are spent yearly on public procurement in developing countries. Developing countries have however, given the procurement function little recognition in most public entities including Ghana. This could be deliberate or sheer ignorance on the value the procurement function could contribute to any organization (Telgen et al., 2002).

In Ghana, the procurement authority focuses on Ministries, departments and agencies, public universities, colleges and hospitals and beneficiaries of the end product of procurement. In addition the authority gives advisory services that the institutions can use to assist their own tender processes (Kotoka, 2012).The procurement process in

public institutions is geared towards ensuring judicious, economic and effective use of state resources in order to achieve value for money.

There is a gradual shift of procurement function by Metropolitan, Municipal and District Assemblies (MMDAs) from a clerical non-strategic unit to an effective socio-economic unit which influence decisions and add value (Atkinson, 2006; Waal, 2007). In order to strengthen the procurement process and make it more relevant to the times, Ghana reformed its public procurement regulations. This has culminated into the Public Procurement Act, 2003(Act 663). The reforms were as a result of collaboration with its development partners and the government's own commitment to pursue value for money procurement agenda in order to meet international standards of procurement since Ghana belongs and is subjected to the international protocols such as public procurement. In spite of this, According to Kotoka (2012) Ghana still suffers the problem of rapid changes in public procurement requirements. Internal and external forces affect the capacity to achieve the needed procurement goals as held by Batenburg & Versendaal (2013). It is therefore, significant that a study is carried out regarding identification of unethical procurement practices amongst public entities in Ghana.

1.3 Problem Statement

Developing countries like Ghana with regards to procurement function undergo challenges despite efforts to improve effectiveness by the government and development partners. Public procurement is characterized with poor quality goods, works and services delivery. The procurement function has been affected by delay and failure in the implementation of effective and approved performance standards culminating into high operational cost, patronage of inexperienced and unskilled

procurement officers and clumsy business activities (Atkinson, 2006; Batenburg & Versendaal, 2013). It is also emphasized by World Bank (2003) that poor procurement practices have given rise to accrued interests on late payments which have led to increased government expenditure thereby reducing its savings.

MMDAs are not observing established procurement processes and procedures, which lead to irregular and subjective decisions (Kotoka, 2012; Public Procurement and Disposal of Public Assets Authority, 2006). These attitudes have had untold effects upon the public entities and totality of the country. Hence the encouragement to embark upon this research in the Ho municipality.

1.4 Aim

The aim of this study was to identify unethical procurement practices by public entities in Ho Municipality.

1.5 Objectives

1. To identify the unethical procurement practices by public entities within the Ho municipality.
2. To identify measures that could be put in place to mitigate the effect of the unethical practices of the public entities in the municipality.

1.6 Research Questions

1. What are the unethical procurement practices of public entities in the Ho Municipality?
2. To what extent does the unethical procurement practices affect the municipality?

3. What can be done to alleviate the effect of unethical procurement practices on the municipality?

1.7 Significance of the Study

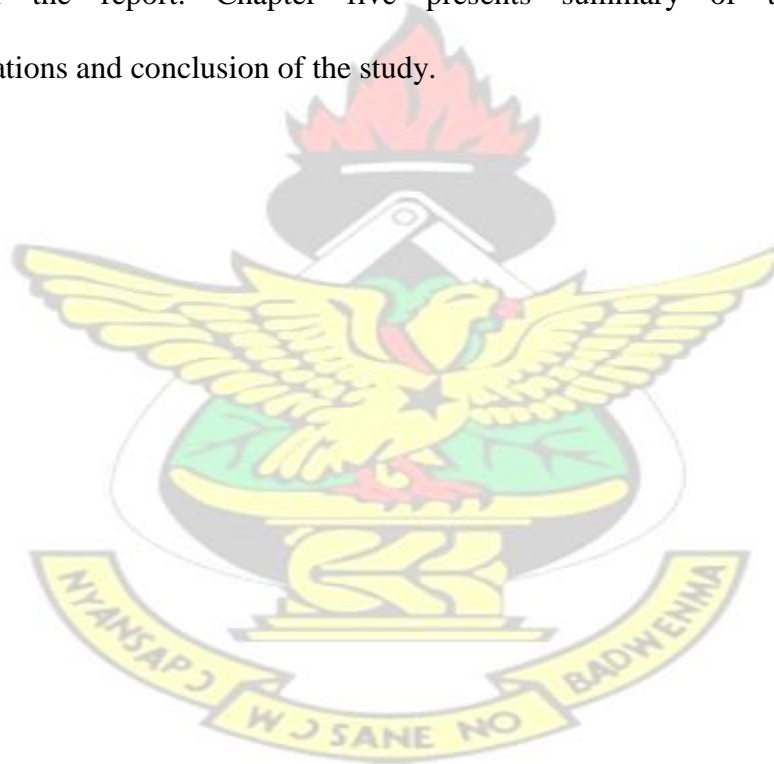
A very important tool that can assist to accelerate national development is effective implementation of public procurement systems. However, development hinges on the impact it creates for the beneficiaries on their social and economic lives. Substantial amount of money is used by government to deliver public services and goods among others. In order to realize value for money (VFM) public officials engaged in procurement activities should follow the required procedures of public procurement. Unethical procurement practices inherent in the public system, rather leads to an unrewarding procurement function. It is in this light, that the study is significant to unearth the unethical procurement practices of public entities in the Ho municipality of Ghana which would also provide useful information towards mitigating the corresponding effects in order to achieve national development. Furthermore, the research would provide useful information for academic work.

1.8 Scope of the Study

The study will focused on identifying unethical procurement practices in public organizations in the Ho Municipality, Ghana. The study was delimited to the views of five (5) selected public entities of the Ho Municipality. Ho municipality was selected because of the varied number of procurement activities being carried out in the municipality as well proximity and accessibility of data to the study.

1.9 Organization of the Study

The report has been arranged into five chapters. Chapter one talks about the Background of the research, Problem Statement, Aim, Objectives, Research Questions, Significance of the Study, limitations and organization of the study. Chapter Two presents the Literature Review. Chapter Three presents the Research Methodology by outlining the research design, Sampling Procedure, Sources of Data, Data collection instrument, Pretest, Data collection procedure, Data Analysis and Presentation. Chapter Four focuses on the analyses of the data and discussions the findings of the report. Chapter five presents summary of the findings, recommendations and conclusion of the study.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter deals with the review of literature. It provides an overview of procurement, It considers procurement in terms of its evolution, definition, procurement rules and procedures, bureaucraies, importance of procurement, Ghana's procurement system, steps and performance, challenges and consequences of procurement, changes in public procurement policy and institutional perspective.

2.2 Overview of Procurement

Various sectors such as educational organizations, experts and individuals have defined procurement as obtaining goods, works and services from an outside location. They affirm that goods, works and services should be suitable and obtained at the best definite cost in order to cater for the requirements of the buyer with regards to the quality, quantity, time and place. Private and government organizations frequently outline procedures envisioned to encourage just and open competition, as well control unethical behaviors in their commercial operations.

Procurement planning normally consist of make or buy decisions in scarce circumstances. It also involves distribution and control, price variations and minimal benefits which makes it prudent to use economic models in its analysis some of which includes cost-benefit analysis and cost utility analysis in order to achieve good planning.

Procurement activities is inherent with risk an imperative distinction must be made between analyses devoid of risk and those involved with risk. In situations risk is

identified, either in the costs or profits, the model of expected value may be used.

The procurement function can be described by matrix below. It designates the types of procurement available.

Table 2.1: The Procurement Matrix

Direct Procurement and Indirect Procurement				
		TYPES		
		DIRECT PROCUREMENT	INDIRECT PROCUREMENT	
		Raw material and production goods	Maintenance, repair, and operating supplies	Capital goods and services
F E A T U R E S	Quantity	Large	Low	Low
	Frequency	High	Relatively high	Low
	Value	Industry specific	Low	High
	Nature	Operational	Tactical	Strategic
	Examples	Crude oil in petroleum industry	Lubricants, spare parts	Crude oil storage facilities

Source: Author's construct

Procurement operations can be categorized into two (2) considering the consumption determinations. The first group which is termed direct procurement consists of production-related activities while the second is indirect procurement consisting of non-production-related procurement.

Direct procurement takes place in industrial setups. It includes all items that are involved in ended products that is raw materials, components and parts. In supply chain management emphasis is placed on direct procurement because it affects directly the production process of industrial companies. Caldwell et al., (2009) has it to say that indirect procurement activities are the operational resources which a company procures in order to operate and function. Consisting of varied diversity of

goods and services ranging standardized cheap value to complex and expensive products and services.

According to Bovaird (2006) there is an immense change in public procurement these current years. There is a partnership between the public and private sector establishments which has led to creating multifaceted system of interactions in the procuring process which would lead to encouraging level of participants to be included in making sure that projects, services and facilities are effectively acquired and executed, consequently each other attains the benefits of assisting the partnership to be effective and successful.

Kotoka and Robinson (1999) emphasis that controlling cost assist organizations and institutions to reduce cost of production and achieve savings. This is because procuring of goods and services by an institution would cost about 50% to 60% of every dollar spent.

In the view of Edquist et al. (1999) investors and shareholders involvement is a good approach for the achievement of fair and sustainable resources control including a vibrant and critical tactic. Mallin, (2012) gave in to this view by asserting that the role of investors and shareholders in corporate governance be guided by a corporate governance framework which must identify the rights and privileges of stakeholders instituted by the law or through joint treaties and also inspire vigorous interactions between the government and stakeholders thereby generating income, employment and function ability of the institution. Participation of stakeholders in the public procurement activities will assist government to realize worth for all its public expenditure.

2.3 Evolution of Procurement

Purchasing was seen as an autonomous role by numerous railroad establishments in the year 1800, but not in a lot of other establishment. Proceeding to the First World War, procuring was considered as mainly clerical. With the coming-up the Second World War - The role expanded owing to the significance of attaining raw materials, supplies, and services in order to preserve the operations of the factories and mines.

In the 1950s right through to the 1960s, purchasing continued to attain acceptance because the procedures for execution the role turned out to be more polished and also when qualified experts increased the procurement role became administrative. As key public government entities and other outside organizations like the UN became part of the procurement process the importance developed further into science. In the 1970s and 1980s a lot of importance was put on buying tactics as the capacity to acquire desired goods and services from sellers at genuine prices grew.

The Havard Business Review in September 1983 published an article on “purchasing strategy” by Peter Kraljic. This contributed further importance and a larger impetus to the purchasing business. Peter Kraljic subject on “purchasing strategy” is extensively mentioned today as the commencement of the evolution of the function from "purchasing," something that is observed as very strategic to procurement or supply management.

In the 1990s, Procurement developed further integration into the entire corporate stratagem and a large revolution of the task and thereafter progressed by the availability of supply chain management software solutions which assist computerize the source to deal with process of purchasing.

The highest rank of the procurement role within various organizations is recognized with a 'C-Level' title which denotes the Chief Procurement Officer (sometimes called the Head of Procurement).

In order to place further emphasis on the procurement function, titles and positions that will be mainstreamed into the various business models have been developed and incorporated successfully. The elevation of the function continues as Chief Procurement Officers are recognized as important business leaders and begin to take on broader operation responsibility.

Considering the pre-procurement bill period in Ghana consultants and contractors were selected by the Ministries Departments Agencies (MDAs) and Tender Boards favouratively. Contractors and consultants were chosen by producing their company profile and experience in the pertinent field and awarded the job after negotiations (Kotoka, 2012).

However, public procurement in Ghana has now gain constitutional prominence and has become important in the public sector. Public Procurement Act 2003(Act 663) requires all government institutions to make a publication in the newspapers for interested contractors and consultants to express interest in the procurement activity. Appropriate procurement methods such competitive, restrictive tendering, price quotation and expression of interest is to be used in the award of public contracts based upon the threshold. According to Boateng (2008) public procurement is crucial to the government facility distribution system and is used to stimulate social, industrial and environmental policies.

2.4 Definition of Procurement Concepts

According to Arrow smith (2005) the task of obtaining goods or services from an outside body can be described as Procurement. When the task is ascribed to the activities of Public entities or private firms are selected to act on its behalf, there is public procurement. Emphasis is however, placed on public procurement whenever the term “procurement” is used without a qualifier such as private or public. Public procurement occurs at any central management agency, ministries, departments, government institutions, state owned enterprises, public universities, schools and hospitals.

Public Procurement Board (2003) indicates that Procurement involves the acquisition of goods, works and services taking into account “make or buy” decision which will lead to its delivery in the suitable circumstances.

Public Procurement Authority (2007) notes that Procurement in the public setting means acquiring goods and services mostly through contracts by government and public institutions at the best likely whole cost of ownership at the right place, time, quality and quantity which is beneficial to the government, cooperation and individuals.

According to Barley et al., (1994) Procurement is said to have taken place when the right quality of material is purchased at the right time, in the right quantity, from the right source, at the right price. Accordingly, the objective of public procurement is achieved as a result of providing the best possible service at a lowest cost for users. Also supplying the organization with a stable flow of materials and services in order to meet its needs, buy efficiently, wisely and obtain through ethical means the value for money expended.

According to Waara (2007), any purchasing function that is undertaken by a Public authority within the traditional sector or utilities sector can be termed as public procurement. There are a public procurement rule that guides entities depending on whether the total purchase value is above or less defined threshold values for goods, works and services. Entities whose procurements are above certain threshold values, must advertise in the Official Journal for public tenders. Depending on the threshold values, options of procurement methods and advertisement exist to select from, that is, either the price is above or below the threshold values. Sometimes, entities engage in “direct procurement”, which do not have to be publicly advertised. However, due to the principle of competition, direct procurement should not be practiced frequently. The law advises that purchases should not be fragmented with the idea to avoiding exceeding the threshold values.

The procurement function constitutes planning, inviting offers, awarding contracts and managing contracts. Observing principles of procurement helps to attain the needed goals. Professionalism and Value for Money are amongst some of the principles required of procurement professionals. Professionalism has to do with the well-versed decisions being made by procurement professionals concerning procuring operations. Procurement professionals and practitioners contribute increasingly to the development of the economy. In view of this, Ghana Public Procurement Board affirms that procurement professional and practitioners are given the requisite training and also practice proper ethical standard. Value for Money is procuring a commodity for the best and lowest available price as well as considering its quality and whole life cost.

In the view of Sarpong (2007), procurement should embrace a framework that is transparent, auditable and professional by which sustainable goods, works, and services are acquired to optimize value for money in addition principles such as efficiency, effectiveness, probity, fairness and transparency. Accountability is a crucial requirement of every public institution. Government institutions must be accountable to the public and official shareholders. This increase investment as well as public institution projects and makes them dependable associates in business. Fairness or fair play is showing consideration and impartiality at various stages of the procurement process. Particularly showing equality during tender evaluation. Fairness grows mutual trust and upsurges potential supply base. This agrees with the World Bank's standard of procurement (Sarpong, 2007).

2.5 Challenges of Poor Procurement Practices

According to World Bank (2001) an effective public procurement system is indispensable for good governance. The government tends to spend more when a system of poor procurement is adopted. Poor procurement is characterized by poor performances and delays in delivery. Issues of unethical behavior and concerns of unreliability of the procurement function cannot be overemphasized. Suppliers and contractors shy away from tendering procedures of the country depriving it from getting better prices of goods and services.

Public Procurement Board (2007) has it that private institution involvement in economic activities; competition amongst the private entities that promotes growth in the country lessens. Another setback is reduced infrastructure development, insolvency and depreciating health facilities of the country. Aids and support from donor countries is either lessened or withdrawn due to loss of

confidence in the government of developing countries. Moreover, poor management of stores such as excessive stockholding leads to obsolete stock. Goods, works and services are of bad quality fail early.

Weele (2000), contends that his involvements with governmental procurement projects demonstrates that lack of appropriate procurement processes and a professional attitude to procuring may result in substantial cost overruns and time schedules. He stated that the European Commission (EC) evaluations of member countries would save at least four percent of their budgets yearly. This clearly shows that inappropriate procedures in Procurement process distresses government's budget.

2.6 Bureaucracy

Weber (1920) has it that bureaucracy describes an institutional system founded on a chain of command even though workers within it are subject to transfers, information, training and procedures of the organization would be well-kept in files, which ensures longevity.

The organization is ranked, with a level focus to rheostat by next highest level. Records of activities and operation of the organization must be kept. The insistence of a bureaucratic system is to accomplish the highest level of effectiveness and to make sure that the perpetuity of institution is maintained.

Organizations could be described as bureaucratic since they all undergo a system and manner of accomplishing task. Bureaucracy means a management system whose operations and services are difficult for people to access and which sometimes cooperates with other unions beyond control. In state administration, bureaucracy has been used for denoting the prominent position given by the centralized state power to permanently employed public officials a kind and has been applied as an

instrument of critique against state power (Lawton and Rose, 1994).

Bureaucracy has other characteristics such as the rules which define the responsibilities of officials of an institution, a group of standard working processes, and impersonal relationships amongst members. Directives and policy guidelines usually emanates from the high hierarchy of management in bureaucracy. The progress of contemporary régime has been closely connected to the practice of bureaucracy and no contemporary state could function devoid of bureaucracy because it regulates the misuse of authority and also regulate officials' actions and behaviors in an institution (Lawton and Rose, 1994).

2.6.1 Effects of Bureaucracy in Public Financial Management

According to Lawton and Rose (1994) bureaucracy can affect public sector institutions in many ways. Typically bureaucracies may produce untargeted results which may conflict with the goals of those in authority and hinder the proficient activities of the institution. System of government can result in autocracy of the officers, issues regarding supervision as well as rubrics can become trimmings which affects efficiency. One of the criticisms of bureaucracy is that some politicians use it to maximize votes which tends to be expensive.

Delay is one of the effects of a bureaucratic process. Delay is the additional period occupied to conclude an assignment beyond the planned and agreed period particularly amongst two or more parties in a contract. Antill and Woodhead (1989) states that one of the groupings of delay is the source. Delay may be triggered by the client in the contract, and in this situation the contractor obtains a just and equitable benefit in cost and time. It is asserted further that the method to calculate the reasonable benefit of delays in contracts is inflation and interest rates. They

consider that once banks give out loans with interest to contractors' inflation and interest rates should be used to measure reward. Delays owing to bureaucratic practice have an impact on monetary control as it becomes costive to the institution due to inflation and interest rate. Interest rate is the value remunerated for the usage of fiscal properties (Colander, 2001).

The legal framework of PPA is intended to regulate the procurement process that is reducing delays, however, bureaucratic process in procurement leads to delays in procurement undertakings, which finally escalates government expenditure and has worse consequence on public monetary control.

2.7 Benefits of Good Procurement Practices

Public Procurement Authority (2007) notes that, Public Procurement has an influence on the effective delivery of government development project and public services. Good procurement Practices can also lead to a public financial management system that achieves value for money in terms of government expenditure, lessening fraud and corruption as well as encouraging private institution involvement and competition.

The benefits of making budgetary savings and reducing debt levels can also be mentioned. Other concerns of the Social benefits of public procurement include improved recognition for rule of law, development of public sector facilities and amenities, enhanced projections of attaining government objectives. The local market also has access to public contracts, and improved reputation for government organizations. Developing countries are expected to make sure that their public institutions duly implement the legal framework of their procurement system in their procurement process in order to eliminate all holdups so as to attain the

needed objectives (Public Procurement Authority, 2007).

Imi 2007 notes that winning tender declines as the total number of tenderers increase. Consequently high number of indigenous firm involvement in auctions strengthens tendering competition and this leads to efficiency at the auction level. According to Tas et. al. (2008) one hundred and thirty thousand and ninety four cases in Turkey regarding public purchases and sales for the years 2004 to 2006 revealed that the number of purchasers completely had an effect upon the tender value. It indicated that where there is competition an enormous improvement of the effectiveness of public purchases and sales can be recorded. In view of this hypothetical and experimental study reveals that where there is competition it is possible to achieve low bidding values which represents saving on cost in public expenditure of public purchases and sales. Public procurement authority (2007) has it that Ghana Government should save about twenty-five percent of its local income from judicious public procurement practices which lessens government spending. It concurs that public procurement system in Ghana follows worldwide best performance.

2.8 Procurement Systems

A schedule to obtain goods and services is another shared procurement concern that has to be considered. A typical system known as the Just-in-time is an arrangement of scheduling the buying of goods in order to maintain a low cost of stock. This system of Just-in-time is usually practiced by Japanese companies nevertheless commonly embraced by numerous worldwide producers beginning the 1990s . Normally an agreement outlining conditions and terms together with value is formed between a seller and buyer, and precise arrangements are then called-off as necessary.

Material Requirement Planning is another system which is a computerized – based planning and control system. It controls production and material movement intended to minimise inventory and maintaining effective schedules. Material Requirement Planning controls inventories of raw materials, components parts and sub-assemblies.

Enterprises Resources Planning is a system that is designed to improve resources planning by extending the scope of planning by including more supply chain. It enables the firm to facilitate the integration of decisions and database from all parts of the organisation. Businesses can capture data in a single computer package to give a single source for key business information activities.

Periodic Counting System takes into operation physical counting of inventory at periodic intervals such as monthly, weekly or daily etc. This system helps the organisation to know the quantity to order each time.

Perpetual Counting System takes information regarding withdrawals from inventory on continuous bases which helps the organisation to have information on the level of inventory for each time.

2.9 Processes in Procurement

According to Sehgal (2009) an important constitute of the supply chain pertaining to an organization is Procurement. It comprises the movement and controlling of resources through the organization so as to continue the commercial tasks gainfully (Sehgal, 2009). Due to the fact that it is viewed as a movement it explains that a kind of procedure or process is entailed in the complete actions of procurement.

A process that could be found in Procurement is bidding process which is also known as *tendering*. An entity could need some form of product or service. However, when

the worth goes beyond a threshold that has been established based upon lawful reasons, example, government procurement law states that: "when a product or service is being procured whose value is beyond X must be re- tendered". The purchaser or buyer officer is obligate to ensure that bidding process continues (Azeem, 2007).

The idea of whole- life cost cannot be overlooked. Price is not the only determining element, elements which includes dependability, quality, flexibility and timing, are also noted during the tendering process. Possible sellers' issue proposals of intended goods or services to offer including the price. Normally the buyer will pick the lowest evaluated bidder; nevertheless when the lowest evaluated bidder is considered unable to offer what is requested notwithstanding offering the lowest value, the buyer will consider the lowest tenderer incompetent. Moreover with the European Union, stringent procedures and policies on procurement are encouraged to be practiced by public organizations. There are thresholds which determine the processes needed particularly if it concerns publicizing the contract (Hunja, 2003)

2.10 Steps in Procurement

Standler and Kilger (2005) states that cycle in contemporary procurement activities generally comprises of seven (7) steps.

2.10.1 Identification of need

Seen as the first step. It includes appreciating the enterprise needs and by instituting a short term strategy normally three (3) to five (5) years.

2.10.2 Supplier Identification

This is the ability to ascertain potential providers after "Make or buy decisions"

2.10.3 Supplier Communication

Once an apt suppliers is recognized, requests for quotation, requests for proposals, requests for information or requests for tender may be publicized, or immediate connection can be arranged with the sellers. Goods and or service quality are referred to, and any request for added services such as setting up, upkeep, and warranty are probed. Examples of goods and or services being considered may be inspected.

2.10.4 Negotiation

It is worth to know whether goods and services are available, cost, and customizer potentials, Distribution schedules and arrangements are agreed upon, and concluding with a contract.

2.10.5 Supplier Liaison

A stage whereby, an evaluation of the organizations behavior of the consumption pattern of goods and facility provision. The “Supplier scorecard” is a common instrument used. The agreement comes to an end after the consumption or disposal of the produce, or the goods or facility is to be ordered again, organizations involvement by means of the goods or facility is revised. The enterprise decides the continuations engagement with sellers or to order.

2.10.6 Logistics Management

Seller training, expediting, delivery, and imbursement for the goods and facilities are concluded, centered on agreement. Fixing and training might likewise be involved.

2.10.7 Additional Step - Tender Notification

Various forms of notice can be selected to inform the public of the type of service. Typical examples include electronic bidding software, or as a re-packaged notice from an outside notification establishment.

2.11 Performance of Procurement

Ardent (2011) through an issued investigation report viewed comprehensively and widely into industry in order to establish challenges of procurement in this contemporary world today by focusing on the capability, skill, output, and perception of almost Two hundred and fifty Chief Procurement Officials together with procurement managers. The account contains the main procurement performance and functioning standards that procurement front runners employ to measure the achievement of their establishments. The account revealed that averagely procurement section controls 60.6% of the entire expenditure. Such estimation usually termed "spend under management" denotes to the proportion of the whole department expenditure (which comprises all direct, indirect, and services spend) that a procurement establishment controls. Averagely the procurement section also attained a yearly savings of 6.7% in the last reporting cycle; sourced 52.6% of its addressable expenditure, and has a contract compliance rate of 62.6%.

2.12 Public Procurement Policy and law in Ghana

An endeavor is made in this unit to discussing government procurement policy and law, how organizations follow normal procedures and specific processes for government purchases and sales of good, works and services. This has become the main objective of government framework of rules and laws on procurement. Recently there have been instances where their effectiveness and efficiency have been

examined in various policy discussions. Mainly, the barney which is raised is that, is developed is that only in the post-procurement act period from 2000 onwards have the Ghanaian officials associated with making policies dedicated any thoughtful consideration to the use of public procurement as an instrument for advancing innovation.

Principles, models, conceptions and ethics underlying the procurement act in Ghana on government procurement has suffered ineffectiveness taking into consideration innovation. Employing public procurement as an apparatus for innovation is already an existing initiative. Diversity of policy goals have been achieved by the use of public procurement in the previous era. Some of which includes: enhancing total demand, motivating business movement and generating work for the people; to guard local firms from external competition; enhancing competition amongst local firms (Martin & Synder 1996). More so, the emphasis in various nations for years has been ensuring that loose areas in their legal framework backing procurement is improved upon in order to control unethical behaviors and waste.

In the above discourse, the manner that government organizations can assist in encouraging innovation and maintain reasonable benefit for a country has been deliberated. According to Fridlund (1994) Scandinavian circumstances supportive to this opinion includes the creation of partnership between Royal Board of Waterfalls (Vattenfall, the Swedish Power Corporation) and ASEA (later ABB) in the twentieth century for development. The government entity stated the needed disposition to adopt hazards related with the growth of innovative expertise and preparedness when the private seller wavered. Considering Ghana and some African countries a significant character was displayed by public telecom operators in the 1980s to encourage innovation in telecommunication alike.

Subsequently, it appears there is changed course; government entities have loosed prominence with partnership. “Government is unexpectedly appreciated as a major supplier rather than a helper to the commercial development to the country” (Callender and Matthews, 2002, p. 230). Though writers deliberate the US perception, various nations exhibit the same form of configuration in government procurement procedures.

2.12.1 Institutional Perspective and Issues

Edquist and Hommen (1999) affirms that difficulties that ensues when using innovation theory to government procurement could be solved by the “third current” of innovation theory known as institutional theory. Contemporary development in hypothetical and applied thoughts of “innovation policy” is directed to a strong stress on ‘institutions’ and ‘organizations’” (Lundvall and Borrás, 2005, p. 612). “Institutional theory” is fit suitably to this stress, as revealed by its current stimulation in innovation discussions, particularly when comparing investigations on innovation systems and procedures (Hollingsworth, 2000). Considering these improvements, and moreover the circumstance that innovation policy basically concerns institutions (Edquist, 2001), the contention can be made that an institutional viewpoint could be used appropriately as a foundation for the advance improvement of an innovation hypothetical based methodology for framework for government innovation procurements . Above all, the discussions cannot be limited to issues of organizational enterprise alone, but also establishments characterized by unethical procurement practices vis-à-vis promoting innovation hypothetical-based theory which the focus on government purchases and sales. In Ghana, because there is lack of innovation in the public procurement processes, people engage in all kinds of practices culminating in numerous complaints such as lack of transparency, cumbersome procedures, etc.

This chapter has been done extensively with literature reviewed from related sources. It has been realized that, procurement has long and short term impact on the day- to- day lives citizens of a particular country and community members. What is even more worrying is that if these unethical practices are not identified, and checked, it will grow into uncontrollable monstrous levels.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter outlines the research design, sample procedure, sources of data, data collection instrument, Pretest, Data collection procedure, data analysis and presentation

3.2 Research Design

In order to identify the unethical procurement practices of public entities in the Ho municipality of Ghana, an explanatory research design was adopted for the study. According to Leede (2001:91) Research design comprises the planning of the research study which aids the researcher to identify the resources and procedures that will be followed to resolve a research problem. Gay (1990) noted that collecting data in order to test hypothesis or to answer questions regarding the current status of the subject of the study can be said to be Explanatory Research. The cause and effect of phenomena particularly the casual relationship between variables could be explained by Explanatory research design as emphasized by Yin (1993). A comprehensive contextual analysis of a limited quantity of events or situations and their interactions can be carried out by Explanatory research design, therefore a variety of researchers have adopted explanatory research to study current factual circumstances.

3.3 Sampling Procedure

Purposive sampling technique which is a non-probability sampling technique was used to select officials and management members whose core duties involved procurement activities. Buchanan (2000) acknowledges that adopting purposive sampling assisted the researcher in selecting samples that satisfy the specific purposes.

Purposive sampling is a judgmental sampling technique in which the sample is selected based on the judgement about some appropriate characteristics required for the sample member according to Pfeil Zaphiris (2010). In all, five (5) public entities which included Ho municipal assembly, Ho Municipal Education unit, Volta Regional Hospital, Ho municipal fire service and Ho Polytechnic were randomly selected due to easy accessibility of information.

3.4 Sources of Data

The sources of data for the study were primary and secondary sources of data. The primary data was attained directly from respondents through the administration of questionnaires and structured interviews. The primary data gave dependable and precise direct information applicable to the research. The secondary information was found from the library, internet, journal articles, newspapers and research reports.

3.5 Data Collection Instrument

The main data collection instrument employed for the study was a Questionnaire which was suitable because the respondents were literate and could respond to the questions unassisted. Saunders (2007) notes that questionnaire is used for explanatory research which will enable the study to examine and explain relationships between variables, particularly cause-and-effect relationships. The questionnaire consisted of both open and closed ended questions. The questionnaire was made up of Four (4) sections. Section A: related to General issues regarding the Academic Background and length of years respondent has worked in the service.

Section B: Unethical Procurement Practices of the various organization. Section C: probed into the effects of Unethical Procurement Practices on Ho municipality.

Section D: elicited data regarding what can be done to alleviate the effect of unethical

procurement practices on the Ho municipality.

3.6 Pre-Test

It was important to test the validity and reliability of the data collection instrument by a pre-test. The degree that an instrument can measure what is expected to measure according to (Hagen et al., 2006), is the most critical criterion and its validity denotes the extent that a test measures what it is actually required to measure. When a measuring instrument gives persistent scores during several usages it is said to be reliable according to (Carlson and Anderson, 2007). A reconnaissance study in order to pre-test the instruments shown that the methods and instruments were appropriate for the study.

3.7 Data Collection and Procedure

All the respondents were given two weeks to answer the questionnaires. The researcher painstakingly guided the respondents for clarity and personally collected the answered questionnaires from the various organizations.

3.8 Data Analysis and Presentation

The methods of analyzing the data are considered in this section. Methods used to analyze the data were quantitative and qualitative methods. Presentation of the results were done in percentages and consequently presented in the form of pie charts and frequency tables.

Descriptive analysis was used to analyse data gathered from the field with the aid of computer data analyses soft wares tools such as Microsoft Excel and Statistical Package for Social Sciences (SPSS) .These tools were employed because, it aided word processing and gave perfect pictorial presentations.

CHAPTER FOUR

ANALYSIS OF DATA AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents the profile of Ho municipality, the analyzed data and their interpretations as well as the discussions of the findings.

4.2 Response Rate

Eighty-Five questionnaires were administered to respondents the various heads of departments as well as officers who were part of the procurement operations of the various entities. In all eighty questionnaires were retrieved.

4.3 Profile of Ho Municipality

The municipality is located between latitudes 6°20' N and 6° 55'N and longitude 0° 12' E longitude 0° 53' E. Districts that shares boundary with Ho municipality are Agortime –Ziope District, Adaklu District , Ho- west District and the Republic of Togo. Agortime- Ziope District and Adaklu District shares boundary with the municipality to the south. The municipality is bounded in the North and West by Ho-West District and the East by Republic of Togo. The municipality has a total land area of Two Thousand, Three Hundred and Fifty-one (2,351) square kilometers which represents 11.5 percent of the total land area of the regions. Ho Municipality has a population of One Hundred and Seventeen Thousand, Two Hundred and Eighty-One (117,281). Approximately Eighty-Three Thousand Eight hundred and Nineteen (83,819) are males and Ninety Three Thousand Four hundred and Sixty Nine Thousand (93,469) are females. A population of One Hundred and Ten Thousand and Forty- Eight (110, 48) are living in the urban areas and a population of approximately Sixty Seven Thousand Two Hundred and Thirty- three (67,233) are living in the rural

areas with a growth rate of 1.71%. A population of 90.3% of the persons in the municipality is literate with less than 10% who are not literate.

4.4 Background of Respondent

The background of the respondents is discussed below. The Background of the respondent was analyzed in terms of profession, level of education and length of service in organization.

4.4.1 Academic Background of Respondents

Findings on highest academic qualification have been presented in table 4.1

Table 4.1 Frequency Table on academic level of respondents

Academic Level	Frequency	Percentage
Procurement Professional	4	5
Master's Degree	10	12.5
Bachelor Degree	24	30
Diploma Certificate	38	47.5
Others	4	5
Total	80	100

Source: Field Data (2015)

In table 4.1. Five (5) percent of the respondents are procurement professionals, 12.5 percent are Master's degree holders, 30 percent have a Bachelor's degree, 47.5 percent have a Diploma certificate and 5 percent hold other certificate. Considering their academic qualifications a better understanding of the questions can be concluded.

4.4.2 Length of Service in Organization

Findings on length of service in the various organization is shown in table 4.2

Table 4.2 Frequency table showing length of service in organization

Service Duration	Frequency	Percentage
Above 6 years	44	55
3 – 6 years	22	31.43
1 – 3 years	11	15.71
Less than 1 year	3	3.75
Total	80	100

Source: Field Data (2015)

Concerning the length of years respondents have worked at their organizations, 55 percent responded that they have worked above six years (6 years) at their work place. Whiles 31 percent responded that they had worked in their organization for 3- 6years. However, 16 percent responded that they have been at their work place for 1-3years and moreover, 4 percent also responded that they have worked less than 1 year in their organization. This emphasis the fact that many respondents had enough experience making them the best people to provide the data.

4.5 Unethical Practices

4.5.1 Evidence of Procurement Records

The study found out whether respondents had written records of procurement.

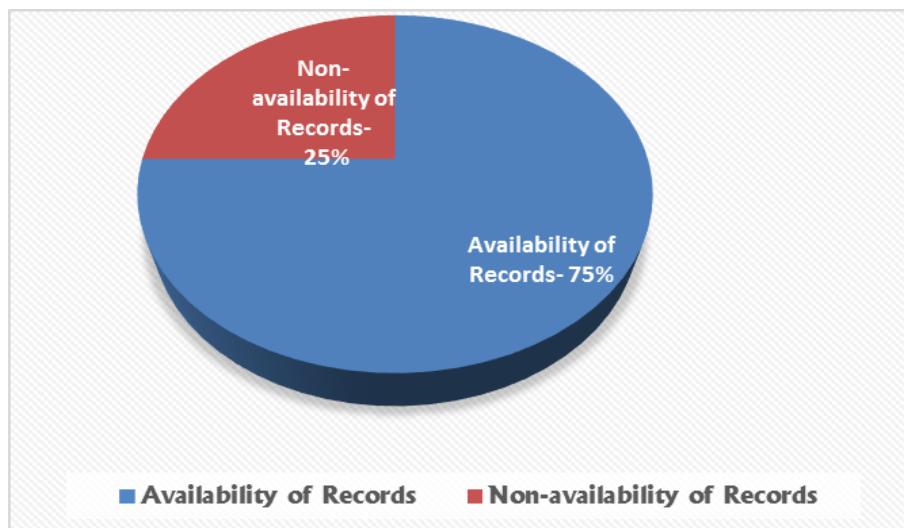


Figure 1. Pie chart showing views on Evidence of Procurement Records

Source: Field Data (2015)

It could be seen from Figure 1 that 75 percent of the respondent kept written records of procurement at their organization. Twenty-five percent responded that there were no available written records of procurement at their workplace. Records keeping assist in accountability and transparency which promotes good procurement practices.

4.5.2 Public Notices of Contracts

Public Procurement Law asserts that all contracts awarded are publicly advertised. The study showed that 88 percent of the contracts carried out in the various organizations were advertised in the various forms accepted by the public procurement law. This emphasizes transparency in the procurement process as advertisement of the contracts attracts competition.

Findings on whether public contracts are advertised are shown below.

Table 4.3 Frequency Table on notification of contracts

Medium of Publication	No. of Respondent	Percent
National News Paper	78	97.5
Journals	2	2.5
Magazines	0	0
TOTAL	80	100

Source: Field Data (2015)

As shown in the table above 97.5 percent Place Notices of contracts in the national newspapers while 2.5 percent responded that notices are placed in journals. This supports the principle of transparency as information is made accessible to the general public regarding contracts.

4.5.3 Adherence to Methods of Procurement

Adhering to the appropriate procurement method is of utmost importance to every procurement entity. The study revealed that 100 percent of the respondents acknowledge using the appropriate procurement method in their tendering process. It came out that:

- All the appropriate methods used by the organizations included International Competitive tendering, Restrictive Tendering, Price Quotation, and Advertisement of expression of interest.
- The procurement methods were strictly adhered to as required by the Public Procurement Act, 2003 (Act 663).

4.5.4 Appeal Cases, Dispute Resolution

Findings on records of appeal cases and dispute resolution is shown below

Table 4.4 Frequency Table on Appeal cases, Dispute Resolution

Appeal / Protest	No. of Respondent	Percent
No cases	77	96.25
1- 3	3	3.75
TOTAL	80	100

Source: Field Data (2015)

The study revealed that 96 percent of the respondents from the various organizations responded that there has not been any record of appeal or dispute resolution cases. However, 4 percent of the respondents recorded 1-3 cases of appeals annually. This low margin depicts that procurement process is transparent which supports fairchealligh et al (1999) assertion that a number of appeal cases are reduced and citizens are able to know the formal reason for a decision when there is transparency. Reasons given to their appeals were favoritism and leaking information of procurement documents to bidders.

4.5.5 Resolution of Appeals and Protest

Findings on resolution of Appeals and Protest is shown below

Table 4.5: Frequency Table on Resolution of Appeals and Protest

Cases	No. of Respondent	Percent
Resolved	3	75
Unresolved	1	25
TOTAL	4	100

Source: Field Data (2015)

Table 4.5 shows that 75 percent of cases regarding procurement procedures that were reported and recorded were resolved while 25 percent of the cases that were recorded were unresolved. When procurement related disputes are amicably resolved concerns of the integrity of procurement practices in Ghana is reduced.

4.5.6 Tender Opening Periods

The study found out whether there were immediate openings or late opening of tenders

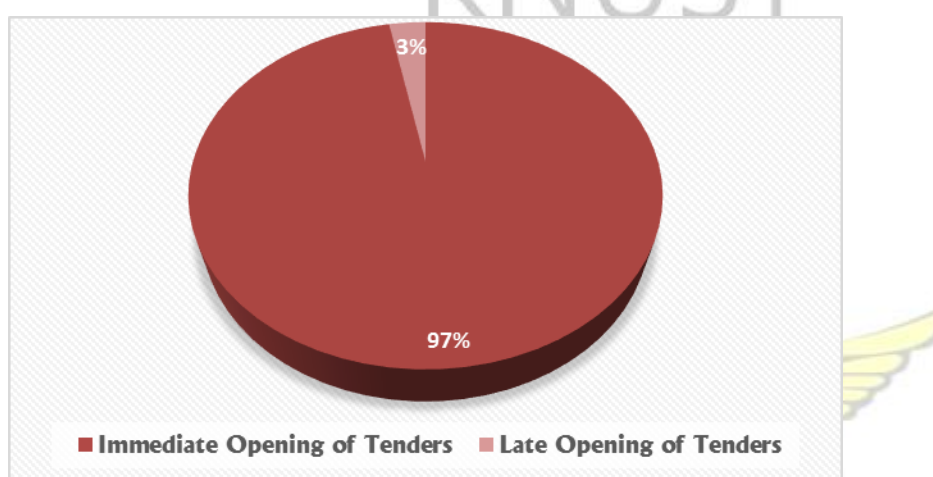


Figure 2. Pie chart showing views on Tender Opening Periods

Source: Field Data (2015)

From figure 2, the study showed that 97 percent of the organization opened tender application immediately after the deadline of submission of tender document while 3 percent responded that they open their tenders three days after the deadline. This shows that the organizations keep to the Public Procurement Act, 2003 (Act 663) that recommends that the deadline for submission of tenders should also be the time of Tender opening.

4.5.7 Unethical Behavior

Table 4.6 Frequency table on unethical behavior

Statement	Agree (%)	Neutral (%)	Disagree (%)
There is some form of unethical behavior and practices by some public officials	62	38	-

Source: Field Data (2015)

From Table 4.6, the study revealed 62 percent of the respondent agrees to the fact that there is some form of unethical behavior of some public officials in the various organizations while 38 percent of the respondents appeared undecided and therefore remained neutral. This supports the study of (Hardcastle, 2007) that some procurement officials throw ethics of the profession to the wind and assist particular suppliers to win contracts.

4.5.8 Lack of Monitoring and Evaluation of Projects

Table 4.7 Frequency Table of Monitoring and Evaluation of Projects

Statement	Agree (%)	Neutral (%)	Disagree (%)
Lack of monitoring and evaluation of projects	45	15	40

Source: Field Data (2015)

From Table 4.7, the study showed that 45 percent of the respondent agrees that there is lack of monitoring and evaluation of projects awarded by organizations in the municipality while 15 percent of the respondents appeared undecided and therefore remained neutral. While 40 disagrees. This supports the view of (Hunja, 2003) that sound procurement practices entails creating structures that will promote effective monitoring and evaluation (M&E) of the various stages of the procurement process.

4.5.9 Political interferences of Procurement Activities

The study found out whether there were political interferences with activities of officers

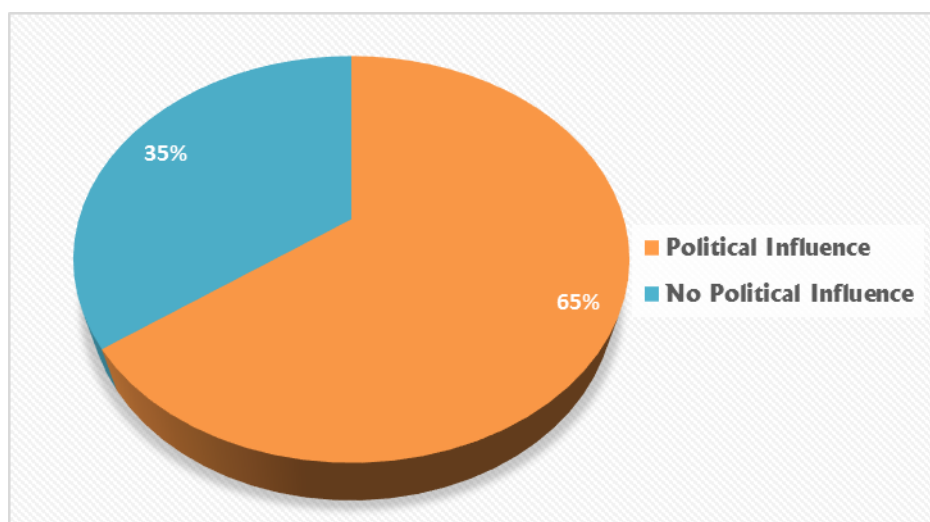


Figure 3. Pie chart showing views on Political interferences of procurement Activities.

Source: Field Data (2015)

From figure 3, the study showed that 65 percent of the respondent asserted that procurement activities in the public entities are influenced by high political officials while 35 percent of the respondent remained that there are no political influences with regards to procurement activities.

4.6 Need for Training

The study sought to find out whether public officials engaged in public procurement needed training

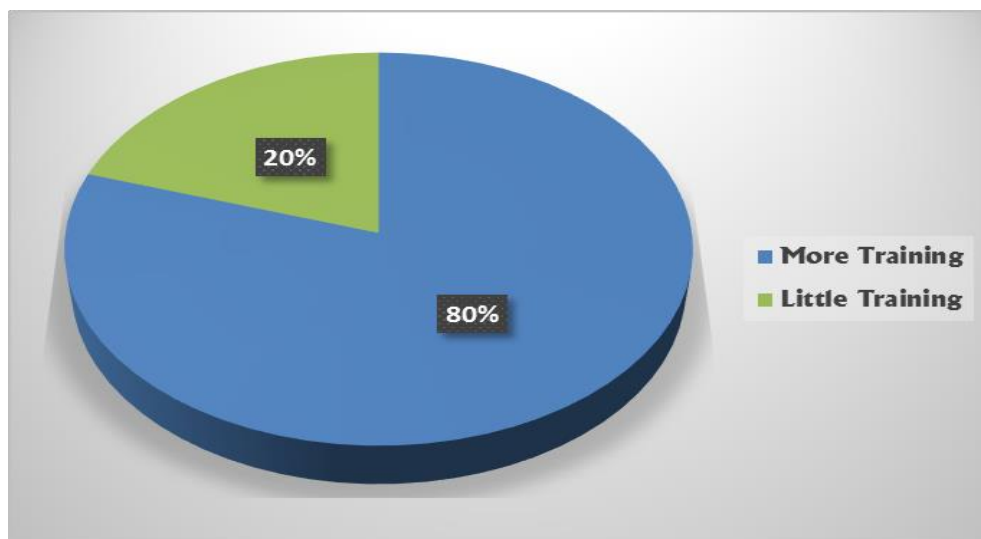


Figure 4. Pie chart showing views on need for procurement training

Source: Field Data (2015)

From Figure 4 the study revealed that 80 percent of the respondent agreed that more training on the National Procurement Law is needed to increase the understanding and boost capacities of public officers engaged in procurement activities whiles Twenty percent remained that only little training is needed.

4.7 Effects of Unethical Procurement Practices

Findings on the completion and abandonment of awarded contracts as a result of unethical procurement practices are shown below;

4.7.1 Abandonment and Completion of Project

Table 4.8 Frequency table on cases of abandonment and completion of contracts

Statement on cases	Agree %	Neutral %	Disagree %
Contracts are completed and Handed over	80	15	5
Contract are uncompleted and abandoned	10	6	84

Source: Field Data (2015)

In table 4.8. 80 percent of the respondent agreed to the assertion that contracts are completed and handed over as planned. However, 15 percent remained neutral while 5 percent disagreed to this assertion. Moreover, 10 percent of the respondents agreed that contracts are uncompleted and abandoned, 6 percent remained neutral that contracts are uncompleted and abandoned and 84 percent also disagreed that contracts are uncompleted and abandoned.

4.7.2 Delay in Payment to Contractors

Table 4.9 Frequency Table on delay in payments to contractors and suppliers

Procurement Delays in the payment of contractors	No. of Respondents	Percentage
Strongly agree	48	60
Agree	21	26.25
Strongly disagree	11	13.75
Disagree	-	-
Total	80	100

Source: Field Data (2015)

Table 4.9 shows that 60 percent strongly agrees that unethical procurement practices affects the payment to contractors. 26 percent agrees to the assertion that delay of payment to contractors is as a result of unethical procurement practices. Whiles 14 percent strongly disagrees to this assertion.

4.7.3 Value for money

The Public Procurement Act, 2003 (Act 663) has an objective to achieve value for money regarding all procurement activities. Therefore, this research sought to know whether unethical procurement has defeated this objective.

Table 4.10 Frequency table on value for money

Statement on cases	Agree %	Neutral %	Disagree %
unethical procurement practices has defeated the objective of value for money	88	7	5

Source: Field Data (2015)

Table 4.10 shows that 88 percent agree to the assertion that unethical procurement practices has defeated the objective of value for money while 7 percent remained neutral to this assertion and 5 percent disagreed to this statement.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the summary of the findings, conclusion and recommendations of the study.

5.2 Summary of findings

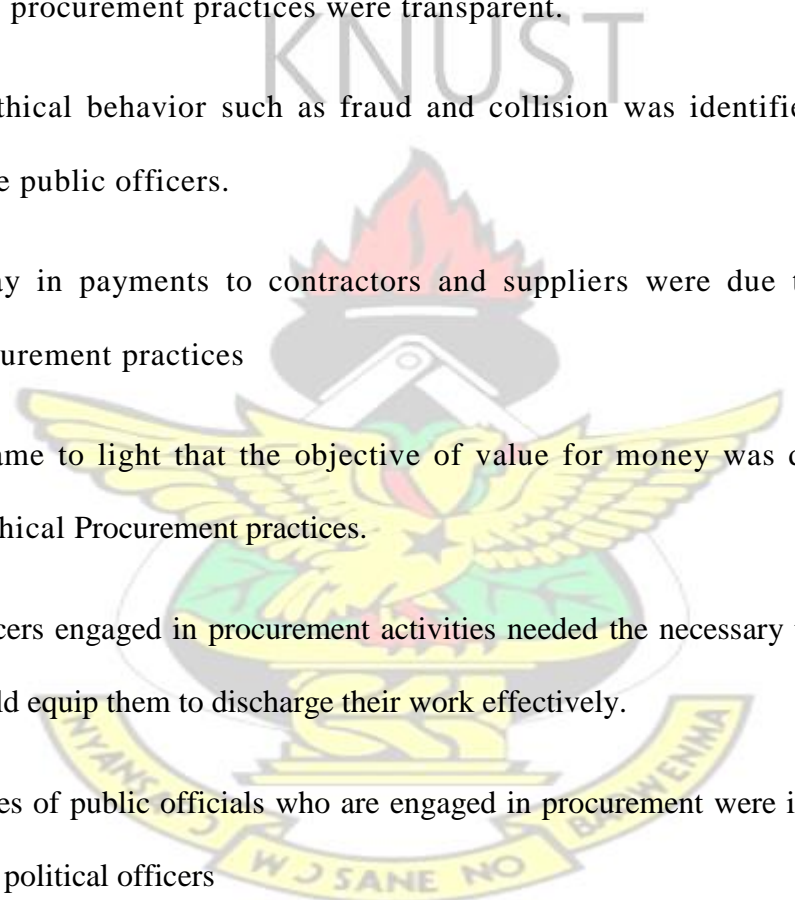
The study was set out to identify unethical procurement practices in the Ho municipality of Ghana.

The following can be registered in the light of the information gathered for the field study.

- i. Evidence of written records of procurement activities was identified in most of the entities. Availability of such records emphasized the transparent and accountable manner procurement activities were carried out in the various entities. Moreover, the records were available and accessible for inspection. The legal framework of PPA requires that records are kept on all procurement activities.
- ii. It was shown that advertisement for tendering or prequalification for contract was circulated or advertised in not less than two newspapers of wide national circulation, as stipulated in section 47 (2) of the Public Procurement Act, 2003
- iii. It was revealed that methods of Procurement were followed as required by Public Procurement Act, 2003 .Most entities, however, used the National Competitive Tendering and Price Quotation in procuring Goods, Works and

services which promoted transparency and fairness. Provisions in the tender document regarding opening date and closing date of tenders were adhered to. Tender opening time was the same as the deadline for receipt of tenders. This confirmed the requirement of Public Procurement Act, 2003 as stipulated in section 56 of the Act.

Few protests against procurement procedures by contractors were amicably resolved. This means procurement practices were transparent.

- 
- i. Unethical behavior such as fraud and collusion was identified amongst some public officers.
 - ii. Delay in payments to contractors and suppliers were due to unethical procurement practices
 - iii. It came to light that the objective of value for money was defeated by unethical Procurement practices.
 - iv. Officers engaged in procurement activities needed the necessary training that would equip them to discharge their work effectively.
 - v. Duties of public officials who are engaged in procurement were interfered by high political officers

5.3 Conclusion

Several measures have been put in place by the government to curb unethical procurement practices in public entities in Ghana. In this vein, the government as part of (PUFMARP) introduced the Public Procurement Act, 2003 in order to achieve its objectives. However, after years of implementation of the Public Procurement Act, public officials still engage in unethical procurement practices. This research was, therefore, set to identify the unethical procurement practices of Public entities and to know the extent of its effects upon the Ho municipality and what can be done to alleviate the effect.

The study concludes that procurement practices by public entities in the municipality are influenced by the legal framework of the PPA. The composition of the various Tender Boards and Review Authorities should discharge their functions effectively to ensure that procurement practices in the entities follow sound procurement process. Moreover, the study also concludes that lack of in depth knowledge of the provisions of the legal framework of PPA by some Public officials of the entities as well as low monitoring levels of contracts awarded are constraints to procurement practices in the Municipality. It is also worthwhile to note that procurement practices at the municipality would be at its best, if, officials engaged in procurement are resourced with an in depth understanding of the legal framework of PPA guiding the practice of procurement activities in the country.

5.4 Recommendations

The recommendations discussed below were deduced considering the findings:

- i. Convenient quality control systems for appraisal of projects are to be established to ensure that the concept of value for money is achieved.
- ii. Qualified and experienced procurement professionals should be recruited to handle procurement operations in the various public entities.
- iii. Regular training should be given to all public officers involved in procurement to enhance their knowledge and understanding thereby boosting their capacities.
- iv. Adequate measures should be put in place by the government to control political interference of top government officials into procurement activities of public entities in the municipality.
- v. Payments certificates of contractors and suppliers should be honored promptly in order to avoid unnecessary delays in payment.
- vi. Monitoring teams of all public entities should be well resourced with the requisite equipment's in order to discharge their work effectively.
- vii. Appropriate sanctions should be given to public officials who engage in unethical behaviors.

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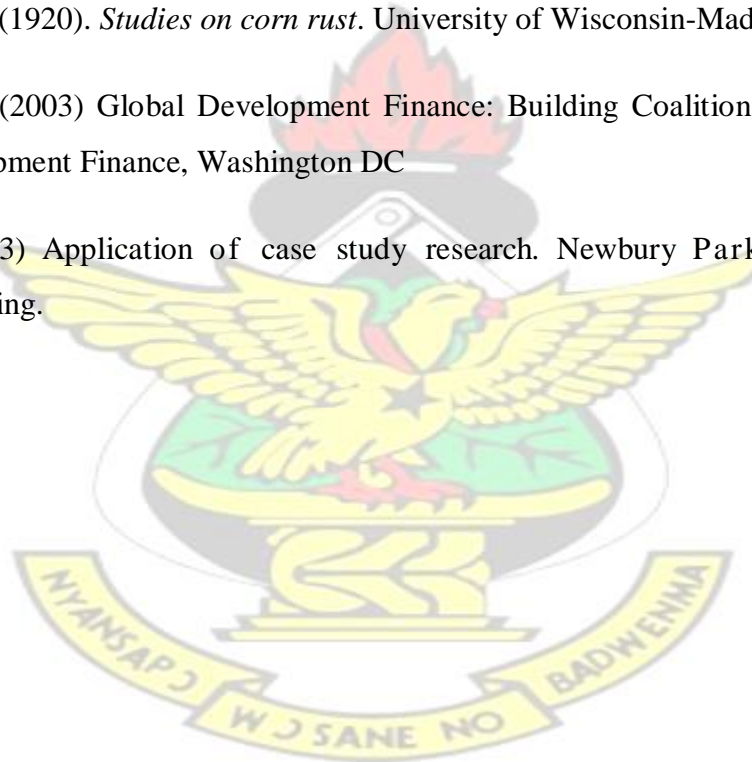
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APPENDIX A

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY
COLLEGE OF ARCHITECTURE AND PLANNING
FACULTY OF PLANNING AND BUILDING TECHNOLOGY
DEPARTMENT OF BUILDING TECHNOLOGY
MSc PROCUREMENT MANAGEMENT

QUESTIONNAIRE/INTERVIEW SCHEDULE

Dear respondent, this questionnaire is aimed at collecting data in order to identify unethical procurement practices by public entities in the Ho Municipality, of Ghana. Answers provided will be treated with utmost sincerity and held for only academic purposes. Thus your names are not required. Many thanks in advance for your profound contribution towards this study.

SECTION A: GENERAL INFORMATION

Please Tick your appropriate Choice

1. Please indicate your profession Planning Officer ☐ Finance Officer ☐
Procurement Officer ☐ Estate Officer ☐ Others ☐
2. Level of Education: Professional ☐ Master's Degree ☐
Bachelor Degree ☐ Diploma ☐ Certificate ☐
Any other please specify
3. Length of service in organisation: Less than one year ☐ 3 years ☐
3 – 6 years ☐ Above 6 years ☐

SECTION B: UNETHICAL PROCUREMENT PRACTICES OF PUBLIC ENTITIES

In this section the researcher seeks to elicit specific data on the unethical procurement practices of public entities in the Ho Municipality.

4. Is there a defined career path for procurement employees focusing on professional skills?
5. Why is government employees expected to follow a published nationwide code of ethics?

6. Do you agree that not abiding to any code of ethics is a major challenge to the implementation of the principle of accountability within the public procurement process? Explain.....
7. Is there a clear chain of responsibility documented between management, budget and procurement officials? Explain your answer
.....
8. Mention some of the unethical procurement practices of public entities in the Ho Municipality that you are aware of?
.....
9. Does accountability in the procurement process in this organization based on clear roles and responsibilities amongst management, budget, technical, legal officials and procurement specialists? Explain
.....
10. Is there a nationwide accessible and secure process for bidders to report bribes by others?.....
11. Have you had any training on the Public Procurement Act, Act 663? Yes ☐ No ☐
12. Who organized the training?.....
13. Have you participate in any tendering process Yes ☐ No ☐
14. Where do you get the information about the tenders?
Newspapers ☐ Notice board ☐ Invitation letters ☐ Others (specify)
15. Do you think the Public Procurement reform has helped to reverse the problems that existed before the introduction of the reform in 2003? Yes ☐ No ☐
16. If yes which ways?
.....
17. Have you had a problem with the procurement process? Yes ☐ No ☐

18. If yes who did you complain to Head of Entity PPA ☐ETC ☐MRTB ☐

19. Was the issue addressed? Yes [☐] No [☐]

20. Were you satisfied with the outcome? Yes [☐] No [☐]

SECTION C: EFFECTS OF UNETHICAL PROCUREMENT PRACTICES

In this section the researcher seeks to examine the effects of unethical procurement practices on Ho municipality?

21. Are procurement staff in your institution qualified and experienced to handle procurement process?

22. Do procurement officers and committee members make informed decisions regarding procurement operations? Yes [☐] No [☐]

23. Explain further

24. In my organization, there is transparency in the procurement process? Yes[☐] No[☐]

25. To what extent do the unethical procurement practices affect the municipality? (Please explain in details)

26. Describe the efficiency of the public procurement process in your organization?

27. How will you describe the procurement process in your organisation with regard to value for money in government projects in the region?

28. Does projects complete on schedule and within cost Yes [☐] No [☐]

29. Briefly explain your answer

.....

**SECTION C: FACTORS THAT CAN BE PUT IN PLACE TO ALLEVIATE
THE EFFECT OF UNETHICAL PROCUREMENT PRACTICES ON THE
MUNICIPALITY**

This section also elicits data regarding what can be done to alleviate the effect of unethical procurement practices on the municipality.

30. Mention some of the weaknesses in the public procurement system?

.....

31. Briefly tell us about the general perception of the Public Procurement process in this municipality

.....

32. Are there delays in your organisation's procurement process with regard to your organization Yes [☐] No [☐]

33. If yes state the reasons for the delay.....

.....

34. Does procurement practitioners in your organisation held accountable for their actions? Yes [☐] No [☐]

35. Briefly explain your answer.....

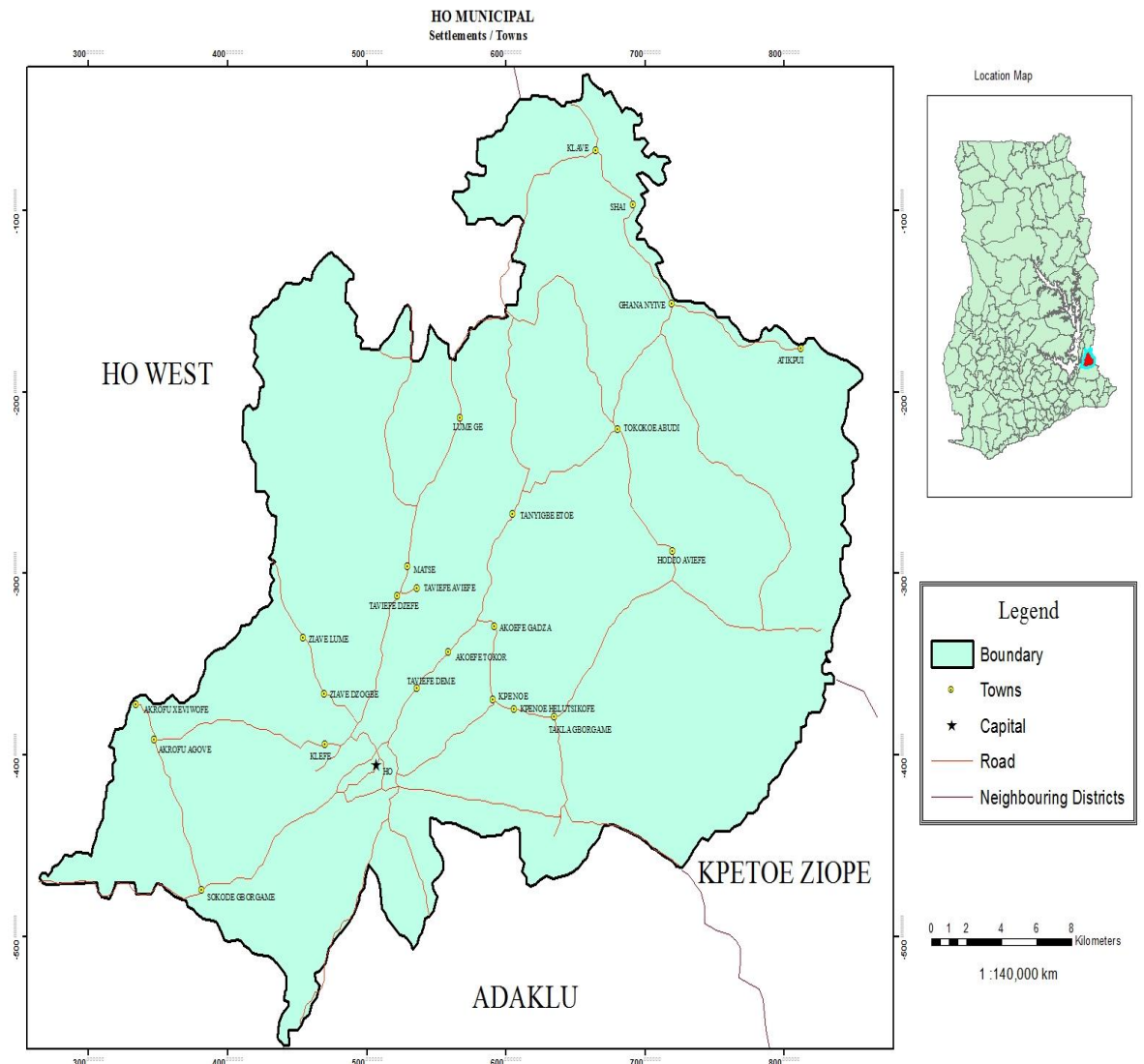
.....

36. Has there been any sanction against procurement entity or staff in this organisation? Please answer and explain briefly

.....

37. What are some of the strategies that can be put in place to alleviate the effect of unethical procurement practices on the municipality?

APPENDIX B



Thank You