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COLLEGE OF ART AND BUILT ENVIRONMENT

DEPARTMENT OF BUILDING TECHNOLOGY

KNUST

CHALLENGES OF IMPLEMENTATION OF THE PROCUREMENT

ACT (663) IN PUBLIC SENIOR HIGH SCHOOLS

BY

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(BSc. Construction Technology and Management)

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THE MASTER OF SCIENCE IN PROCUREMENT MANAGEMENT**

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DECLARATION

I hereby declare that this submission is my own work towards the M.Sc 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

In the emerging countries, Public Procurement Practitioners are faced with numerous challenges. Respective country has its own social, economic, cultural as well as political challenges it faces in terms of implementing procurement laws. Poor Procurement Practice results to decrease in productivity, inadequacy, loss of money as well as negative effect on government budget. The study adopted multiple research approaches including: review of literature interviews and 80 questionnaires were administered to four Public Senior High Schools in Brong Ahafo, Ghana. Meanwhile 75 questionnaires were responded. Quantitative method was used to analysed the data. The results were issued according to the objective of the study. The study established that the request for quotation and sole source as common procurement methods employed to source for competent tenderers at Public Senior High Schools in Ghana. The study identified: delay in procurement process due to bureaucracy manner; Lack of accountability and transparent; Lack of proper procurement plan and budget; Political environment; Lack of proper communication; corruption and fraudulent act as implementation challenges of procurement Act 663. Addition to these, the study identified the measures to overcome procurement challenges in Public Senior High Schools. These include: Efficient system of monitoring the procurement process; Training of Procurement Practitioners; Public Procurement Authority offering advice to procurement entities; Proper record keeping; and Preparation of standard procurement document. The study recommended further research to be conducted to ascertain the level of compliance with each objective of Act 663 in accordance with the Act.

Key words: Public Procurement; Procurement Challenges; Ghana; Public Procurement Authority; Public Procurement Act 663.

DEDICATION

I dedicated this work to the Almighty God who has given me the strength and wisdom to go through this study and to my beloved wife Mrs. Margaret Danso, two sons and two daughters, Nelson Twene Danso, Irene Gyabea Danso, Kingsford Minta Danso and Osei Margaret respectively. I love you all.

KNUST



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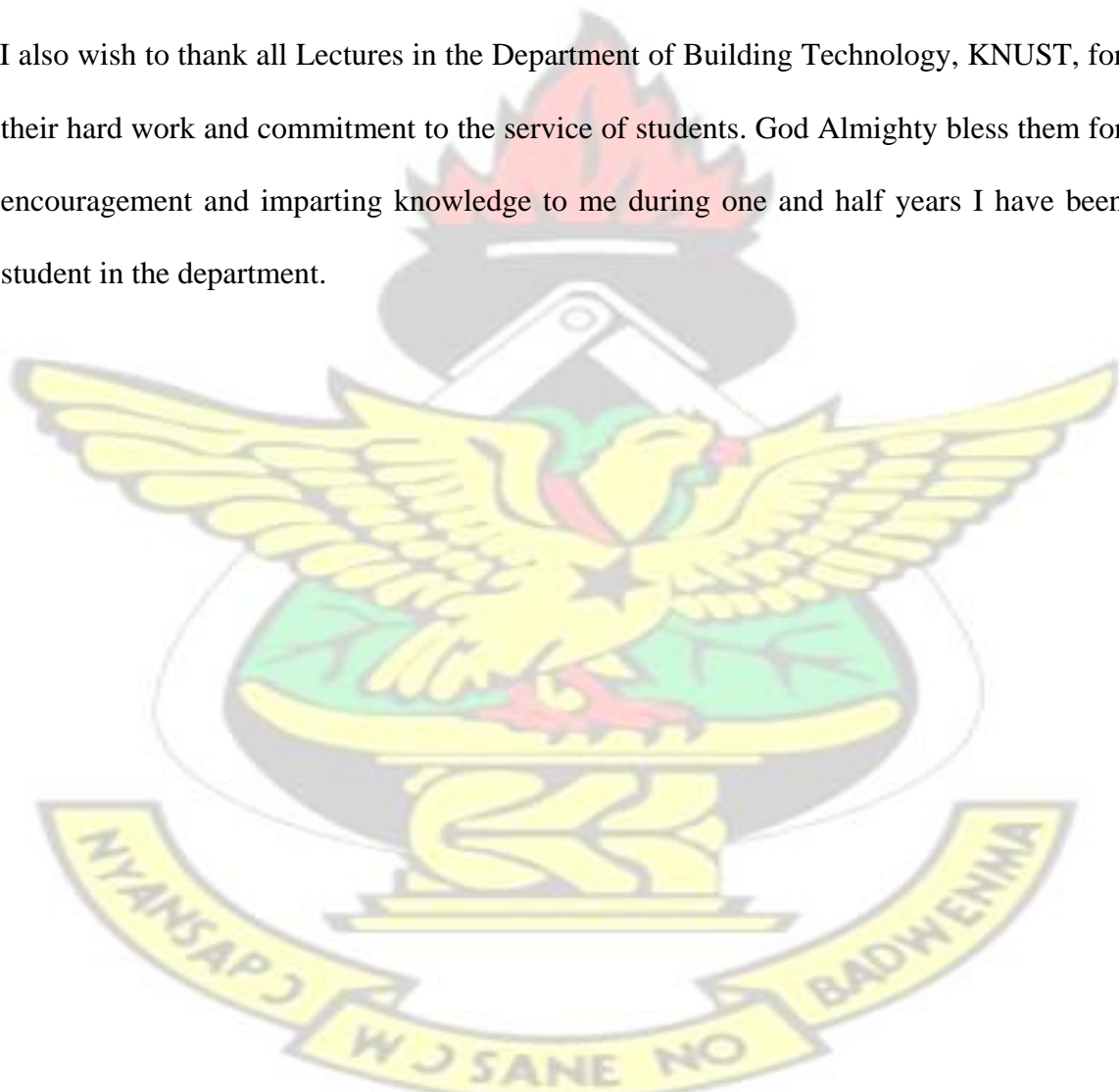


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LIST OF ABBREVIATIONS

PUBLIC PROCUREMENT AUTHORITY.....	PPA
UNITED STATE OF AMERICA.....	USA
GRADE POINT AVERAGE.....	GPA

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

In the developing countries, public procurement general practitioner have and faces numerous challenges. Respective country has its own social, economic, political and cultural environment, in addition, each country's public procurement general practitioner faces diverse challenges however at different points from their equals in other countries (Callender and Mathews, 2000).

Most of Public Institution consists of all activities concerned with acquisition of money as well as expending it efficiently. In effect Public Institution includes cautious scheduling as well as well-organized usage of resources. Good Public Institution can safeguard that economic importance are documented in line with institutional objectives as well as aims (Pride et al, 2002).

Good public institutions reduce government expenses by safeguarding that the services required are provided, conserved, then function correctly within budget. To ensure accountability to citizens for the use of public fund, the Procurement Act, 2003 (Act 663) was passed by parliament.

Public Procurement is the acquirement of works, goods, and service from third parties at right quantity, right time, right quality, right price as well as delivered to right place. It moreover contains money spent by public institutions to make available important service openly to citizens like welfare, education, health and social care. Such services are obtained from procurement mechanizations. Efficient public procurement is necessary for upright public service and good governances.

Public Procurement is the system of controlling cost at the public institutions than stiff guidelines to help safeguard the public in contradiction of abuse of public fund (Boone, 1993). Government spends a lot of money on acquisition of goods, works and necessary services needed to sharp the public sectors to function properly.

To attain value for cash for the basic taxpayer, effectively managed procurement is very essential. Governments anticipated applying the utmost standards of professional whenever they spend money on behalf of basic taxpayers to have value for money. Ghana public procurement is a major undertaking of government that creates imperative economic resources as well as makes the country the major financial actors in numerous emerging countries (Chene, 2009). The public procurement reform programme in measure of a broader reform agenda directed at refining public institution management.

These are the purposes of the procurement reform:

- (i) To stimulate national expansion.
- (ii) To improve coordination with local as well as international laws.
- (iii) To raise competition, competence, pellucidity, responsibility, effectiveness, integrity and fairness.
- (iv) To expedite easiness of procurement administration, and
- (v) Guarantee value for money in all procurement activities at the public institutions (Ministry of Finance, 2001).

About US\$ 150 million are annual savings contemplated over and done with better controlling of government – financed procurement only (World Bank, 2005). A chief deliverable of the Ghana's procurement reform was a draft public procurement Act, that was passed into law by Parliament in 2003. Straight processes have been commenced by

Government comprise; the issuance as well as checking of spending ceilings for each Ministry, Department as well as Agency regular with the annual financial plan and modernized cash flow estimates plus employing new anti-corruption approaches comprising codes of ethics for state officials. Every procurement entity seeks clearance from the Ministry of Finance through Public Procurement Authority, the documentation as proof of the accessibility as well as suitability of funding before a contract is given.

Public Financial Management Reform Programme (P U F M A R P) spelt out shortcoming and organization softness intrinsic in the country's procurement system. These cover the nonexistence of a wide-ranging public procurement policy as well as the inadequate full legal regime to safeguard the reliability of the public procurement system.

Again, the nonexistence of a dominant body with the necessary competence, practical proficiency as well as competence to development a coherent public procurement policy.

This Act make provision for the establishing of comprehensive public procurement system, Public Procurement Authority, Tender Committee, and Tender Review Board.

The Bill also takes into account the country's decentralisation policy and local industry development.

1.2 STATEMENT OF THE PROBLEM

Procurement is part of the monetary plans as well as programmes associated with operative as well as well-organized public fiscal management and national growth as well as international development. As a profitable mechanism for guaranteeing national expansion, which well-planned and implement, it can contribute to the resources mobilization, improves public expenditure management, increase national income

generation and promote department sustainability and effective management of department (Chowdhurg and Kirkpatrick, 2009).

The basic purposes of the Public Procurement Act 663 are to synchronize public procurement practices in the public institutions, obtain judicious, financial as well as effectual usage of state funds, and ensure integrity, fairness, transparency and nondiscriminatory in order to eliminate or reduce corruption in the public institution procurement processes. (Public Procurement Act 663, 2003). Upon the entire vital role played by our public procurement Act, it appears that Public Senior High Schools in the Brong Ahafo Region go over a lot of extensive administrative routes in public procurement. This from Nketia-Asante (2009) results to low productivity, inadequacy as well as loss of money plus negative influence on government financial plan. Some suppliers as well as contractors in the region have criticized about absence of fairness and pellucidity in the procurement processes as well as postponements in payment after execution of the project or provided the goods or services. Poor procurement practice have resulted to amassed interest on late payments plus the regular price changes as a result of extensive renegotiations which increases government expenditure and reduce savings (World Bank, 2005)

This research is an attempt to collect information to study the challenges associated with procurement process, procurement method adopted in the Senior High Schools as well as the measures to overcome procurement challenges.

1.3 AIM OF THE STUDY

The main aim of the research is to identify the implementation challenges of Procurement Act 2003 (Act 663) in Public Senior High Schools.

1.4 OBJECTIVES OF THE STUDY

To achieve the above stated aim, the following specific objectives are necessary;

- (i) Identify procurement methods adopted.
- (ii) Identify challenges associated with the procurement processes.
- (iii) Identify how to overcome public procurement challenges.

1.5 RESEARCH QUESTIONS

In reference to the purposes of the study above, the following study questions will be advanced to guide the conduct of the research leading to arriving at a conclusion:

- (i) Which of the procurement method is adopted in your institution?
- (ii) What are the challenges related with the procurement route?
- (iii) How could the public procurement entities overcome procurement challenges?

1.6 JUSTIFICATION FOR THE STUDY

In order to improve fiscal management at the public institutions, the public procurement Act 2003 (Act 663) circulated for effective procurement use in the Brong Ahafo. The readings show that not much scientific as well as efficient analysis has been surveyed to assess the effect of the Public Procurement Act 2003 (Act 663) in Public Senior High Schools. It is against this background that this research is imperative to be agreed to dip up the effect of the public *procurement Act on Public Senior High Schools. The importance of the public procurement Act and its ripple effects on achieving effectiveness, efficiency and reduction of corruption.*

Safeguarding good monetary management results to expansion as well as growth. It is in line with this as well as others that this reading is pertinent to identify whether the public procurement Act 663 had imperative effect on the managing of business in Ghana.

1.7 SCOPE OF STUDY

For the purpose of the study the scope was limited to assessing the implementation challenges of the Procurement Act 663 in Public Senior High School in Brong Ahafo Region. Four Senior High Schools were purposely selected for the study. These were: Techiman SHS, Berekum SHS, Nkoranza SHS and Dormaa Ahenkro SHS. To ensure the relevance of the study the time period was limited to the last five years (2009 – 2013) of procurement activities carried out by the schools.

1.7 RESEARCH METHODOLOGY

Explanatory research method would be employed for this reading. From Gay (1990), explanatory study consists of collecting data in order to test hypothesis or to answer questions regarding the existing status of the topic of the study.

1.8 ORGANISATION OF THE STUDY

This chapter concentrates on the general introduction of the research study. It focuses on key issues driving the research. The related areas of chapter one include background to the study; problem statement; research question; and research aim and objectives. The other aspects of chapter one include the research methodology; research scope; the significance of the study; and research organization.

Chapter two was dedicated to comprehensive literature review adopting the philosophical position of realism by ensuring that majority of extant literature is reviewed to chart a path that is appropriate for the research.

Chapter three was clearly dealt with methodological dimension of the research and will comprehensively highlight the research philosophy research design, methods, sampling, and sources of data. Data collection instrument and administration and data preparation for analysis.

Chapter four was covered the presentation of data and analysis and discussion of results.

The last chapter (chapter five) was closed the research loop by review of research questions and objectives in tandem with the result of the research, recommendations, directions for policy formulation and future research agenda.



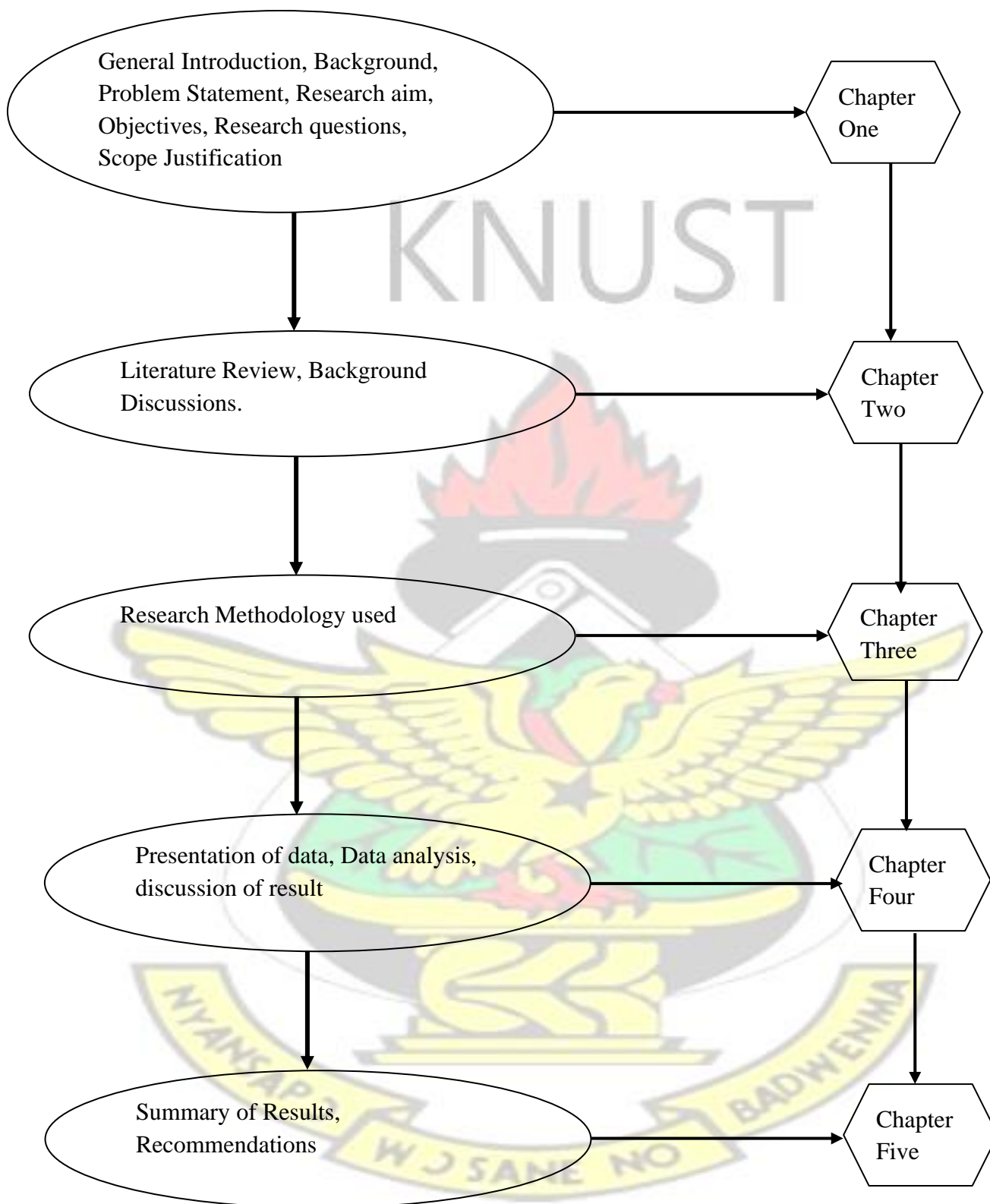


Figure 1.0: Organization Structure of the Study **CHAPTER TWO**

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter concentrates on the review of extant literature to be able to know the amount of studies that have been conducted regarding the issue under investigation.

Pertinent literature review borders on issues including: The definition of concepts; Public Financial Management; Transparency and Accountability; Bureaucracy; Effects of Bureaucracy in Public Financial Management; Government Expenditure; and Conceptual Definition of Procurement.

2.1 THE DEFINITION OF CONCEPTS

This section of the study concentrates on the general ideas about; finance, public finance and financial management.

2.1.1 FINANCE

Finance is concerned with defining an administration's long-term reserves, how funds are acquired to pay for the deal, supporting daily monetary doings as well as management of the risks of the organization. Finance is a very key element of organizational operations that need to be controlled effectively by inspection of concrete spending against plans or desired financial results (Griffin and Ebert, 1999).

Financial activities of an organization are the application of a set of techniques that an organization or individual uses to manage their financial affairs, especially the difference amid income as well as expenditure (Profit), as well as the risk of their investments. Finance is the function in an organization that obtains funds for the company and manages those funds in the company. Lack of a carefully financial plan may lead to the collapsing of an organization in respect of its product and marketing effectiveness (Nickels 1999).

2.1.2 PUBLIC FINANCE

It is concerned with determination institution, foundations of the unit proceeds, as well as make financial arrangements process (Prest, 1985). Public Finance is associated with efforts completed by a Government to safeguard that reliably the financial plan is either a balance or a surplus financial plan. This may be attained over safeguarding satisfactory receipts from taxes as well as non-taxes sources, and decreasing outlay levels. According to Adie et al (2009), effectual cash managing as well as income collection add to effectual goods and service delivery. Monitoring financial report and allocation of resources are the key element of public finance. One factor that appears to have adversely affected the competence of goods as well as service delivery has been some areas of concern of competition in procurement management.

2.1.3 FINANCIAL MANAGEMENT

Financial managing is associated with accounting, and monitoring the sources as well as usages of the funds that an organization engages in its operation. Financial management regulates the use of the money to produce the greatest output. According to Burke and Bithel (1991), Management is defined as method that elects on the exact goal or objectives of an association and directs the exertions of other people to accomplish actions needed to meet the goals.

Financial management can once again defined as managing public or private resources in order to meet their goals and objectives (Nickel, 1999). Financial manager is responsible for collecting overdue payment and see to it that an organization does not lose too much money to bad debts. Proper financial management can enhance the attainment of financial priorities as established in line with organizational goods and objectives (Pride, 2002). According to Griffin and Elbert (1999), financial manager must ensure that his/her

organization has enough funds on hand to procure goods, services and works needed to move the company ahead.

2.2 PUBLIC FINANCE MANAGEMENT

Decent public monetary managing improves a system of accounting and accountability that displays the active use of this public fund; offers a window to the public to identify the monetary status of the administration; plus, functions as a main tool in the preparation as well as application of government policies. Good public financial management cover the following areas: Cash management, Aid and debt management, Revenue management, Audit and procurement management.

2.3 TRANSPARENCY AND ACCOUNTABILITY

According to Greuning (2005), transparency refer to the standard of making some surroundings where info on standing situations, conclusions as well as actions are made available, evident and logical to all individual contributors.

Accountability: requires all participants, including the authorities to be responsible for their procedures as well as activities and the concerns of these; directness and transparency in management, by outside inspection over public reporting is a critical part in accountability.

Accountability and Transparency have develop toughly argued topic in thoughts of financial policy over some years ago especially in the use of public sources.

Policy makers had become customary secretive. Secrecy is viewed as important ingredient for the exercise of authority, with an added benefit of hiding the incompetence of participants or public officers. Although, secrecy prevent policies from having the desired effects, it can also increase fraud and corruption practices in public procurement.

Transparency and accountability forces institutions to face up the reality of a situation and makes procurement officers more responsible. Transparency focus on applying the same rules to all tenderer in respect of their political affiliation. Transparent promotes inward investment and competitiveness in both public and private sector procurement. Accountability is the course of holding individual officers and association as whole accountable for all aspect of the procurement practice over which they exercise authority. Accountability reinforces the awareness of fairness and transparency, in addition decreases corruption and fraud (Public Procurement Authority, 2007).

Transparency improves culpability by enabling checking meanwhile accountability also enhance transparency by giving an incentive for managers to confirm that the reasons for their decisions and activities are correctly agreed (Greuning, 2005). According to Faircheallaigh (1999), the transparency in decision making reduces the number of litigation and appeal cases.

2.4 BUREAUCRACY

To discuss public Institutions procurement management, bureaucracy cannot be left out since it safeguards due course as well as precludes some level of fraud and corruption. From Weber (1922), bureaucracy is an administrative form founded on a chain of command of offices as well as systems of guidelines with the goal of guaranteeing the longevity of the organization even though workers inside it might come and go. The information, preparation as well as knowledge of the organization will be conserved in files, to safeguard durability plus steadiness.

2.4.1 EFFECT OF BUREAUCRACY IN PUBLIC INSTITUTIONS

MANAGEMENT

In public institutions, bureaucracy produces unintentional significances which can encounter with the objectives of those in right as well as impede of the institution. Bureaucracy can lead to totalitarianism of the officials, difficulties of supervisions, rates can develop conclusions in themselves as well as directions and lead to inadequacy and it is expensive (Lawton and Rose, 1994).

One effect of bureaucracy is delay. Public Procurement Act 663 is designed at decreasing administration expenses as well as inspecting leakages of state funds however bureaucratic procedures in procurement creates delays in procurement undertakings, which ultimately upsurges costs as well as has negative effect on public institutions managing.

2.5 GOVERNMENT EXPENDITURE

Administration expenses are all expenses captured in the government financial plan, which include those for existing outlays like public service salaries, repairs work, cost of capital and capital costs like outlays for construction of roads, schools, and acquisition of machinery owned by government institutions (Malcolm, 1987).

Financial control is very essential element of procurement management which includes the checking of real income as well as expenditure against scheduled income in addition to expenditure on an even basis, ascertaining alterations, examining the motives for major variances plus taking remedial measures to guarantee a stable budget at the end of the fiscal year. Having recognized modifications, it is necessary to investigate the causes of variance.

2.6 CONCEPTUAL DEFINITION OF PROCUREMENT

Procurement is the acquisition of imports, works and service from third parties. It includes choice assessment as well as the critical “make or buy” choice which may result in the delivery of goods, infrastructure works and services in appropriate circumstances (PPB, 2003).

From the Ghana Integrity Initiative (2007), public procurement is the acquirement of goods, works and service at the available lowest cost in the right quantity and quality, at the right time, from the right source for the direct advantage or usage of administrations, establishments or individuals, usually through a contract.

There are number of procurement methods to engage the services tenderer depending upon the circumstances and the threshold, whether above or below the threshold values.

The similar needs should be segregate in order to achieve economic of scale.

Public procurement is the act by which an organization acquires goods, works and services using public funds. This includes planning, sourcing, contracting, contract management, execution, and payment, approving and evaluating the final outcome.

The role of procurement specialists is critical to Ghana’s financial growth and the international market as whole. Due to this fact the Public Procurement Authority has engaged in the professional growth, promoting as well as supporting entities involved in public procurement then make certain adherence by the competent persons to ethical conduct.

Competitiveness: the procurement method should accomplish some level of competition between the competing practice.

Ethical method: procurement route should circumvent all practices that could result to probable engagement of interest, fraud as well as corruption.

Fairness: any procurement should target at attaining justice as well as safeguarding that all partaking tenderers are given equal opportunity in addition to information to bid.

Transparency: the procurement practice should be open sufficient to evade giving tenderers advantages over other tenderers. These are in line with the World Banks procurement values and it is therefore overbearing to see these values in all procurement. Procurement minus these values as well as goals should not be measured as a good procurement system and it is not in the interest of the nation since all forms of procurement have these principles.

2.6.1 GOOD PRACTICES AND IMPORTANCE OF PROCUREMENT

Public procurement has a straight influence on the following: positive delivery of public institutions schemes, sound public monetary management by attaining value for money in public institutions expenditure, reducing corruption and fraudulent practice. More competition, reducing debt levels, budgetary saving and encouraging private sector (Public Procurement Authority, 2007).

The societal influences of public procurement improved deference for rule of law, enhance reputation for public institutions and improved right of entry by local market to administration agreements. The leaders of emerging countries must enforce the operation of the public procurement laws as well as eliminate all restricted access so as to attain this significance as specified by Public Procurement Authority.

The actual studies about public institutions procurement sales show the significance of the viable environs.

2.7 PROCUREMENT CHALLENGES AND CONSEQUENCES OF POOR

PROCUREMENT.

Public procurement is essential purpose of management for numerous motives. First and foremost, the total level of procurement expenses has a significant influence on the economy and needs to be well succeeded. Certainly, in all nations in the world, approximations of the fiscal undertakings of public institution procurement directors are assumed to be in the order to 10% - 30% of GNP (Callender and Mathews, 2000). Competently handling this size of procurement expenses has been a policy as well as organizations concern and a challenge for public institution procurement generals.

Further, public procurement has been operated as a vital tool for attaining fiscal, social as well as other objectives (Arrowsmith, 1988, 2000). The commission on public procurement states in the report to the congress; the extent of the administration's expenditures for procurement as well as grants generates chances for realizing selected nationwide procedures (Federal Acquisition Institute, 1999).

Again, as a result of numerous reasons with larger study of taxpayers as well as contending tenderers, public procurement has been apparent as an area of corruption and waste.

Corruption and bribes are widespread in public procurement. In the United State, Corruption in administration procurement has been frequently reported in newspapers; observed the recording of a flurry of unlawful actions against state officials for abuses of state procurement commandments.

Moreover, several countries have stirred to a regional as well as or worldwide economy, public procurement general practitioner are faced with challenge that is, how to obey their Public procurement rules plus social as well as economic procurement objectives without

violating regional and international trade contracts. For instance, how to fulfil with general financial plans without distributing unethically with foreign businesses as delivered in national trade contracts and the World Trade Organization (WTO) arrangement is not easy, which necessitates a cautious reading of trade contracts in order to take advantages of distinct rations.

Additionally, in industrialized and emerging counties, ignoring their economic, social, as well as political situation, achieve two sets of rations; these are management requirements and policy requirements. The procurement management includes excellence managing, time managing, cost managing, reducing business, monetary and practical risks managing, exploiting competition, plus upholding reliability. The procurement rule necessities comprise economic objectives, environment protection or green procurement, social as well as international trade contracts. It is challenging for policy makers and public procurement general practitioner to make an elective choice, as there are continually adjustments amid these goals (Federal Acquisition Institute, 1999).

More importantly, there is less involvement in financial happenings by the private sectors if the administration is not seen as a dependable or fair business partner. This decreases individual competition as well as value for money gained by the government and also decreases private sector development and investment. It can effect in higher tax stages (World Bank, 2000).

Donors have less confidence in the leaders of developing countries and reduce levels of assistance or insist on their own procurement procedures. When goods, works and service are delivered or completed late, it affects the delivery of public service and completion of projects. Stores are not managed well, leading to stock-outs becoming obsolete as a result of excessive stock-holding (PPB, 2007).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This section highlight on the method used for the study. The methodology is the process employed to gather info and data for the tenacity of making decision. Thus, the methodology includes a logical supply of data coupled with tools of analysis for making sound conclusion connecting least possible risk to a group in the light of amassed competition and growth size (Palande, 2013). It includes the study design, data gathering, population and sample, and the tools employed. The section addresses data gathering instruments; methods, as well as procedures. It investigates the methodologies employed in order to bring to bear the relevant issue as concerns the standards for determining the challenges facing the execution of procurement Act 663 of Act 2003.

3.1 RESEARCH DESIGN

Explanatory research method would be used as stated in chapter one. Yin (1993) indicated that explanatory research clarifies produced connection amid causes of effect of occurrence.

Explanatory research method emphasizes thorough relative analysis of a partial number of measures, or situations and their relations. The explanatory study method has been used for so many years across a variety of discipline, social scientists, have made wide use of this explanatory research method to examine contemporary real-life situation and provide the basic for the application of ideas and extension of methods. To understand the challenges facing the implementation of procurement Act 663 on public institution

management, explanatory research is used to explain the effects of the public procurement Act 663 on public financial management in Brong Ahafo Region.

3.2 SAMPLE AND SAMPLING PROCEDURE

The following are the target population: procurement officers, Head Masters, Assistant Head Masters, Finance Officers, Store Keepers and Suppliers. The procurement officials (procurement entities) help to come out with the challenges associated with procurement process, procurement methods adopted and measures to overcome those challenges, while suppliers on the other hand will help the researcher to know the problems the suppliers face in the procurement process, and how to overcome them.

In selecting samples for the study, both probability and non-probability sampling techniques could be used. Non-probability sampling techniques were particularly used to select all the officials because it was believed that all of them are competent to occupy those positions in the various public Senior High Schools. In the four schools in Brong Ahafo (ie. Techiman SHS, Dormaa Ahenkro SHS, Nkoranza SHS and Berekum SHS) were randomly selected due to easy accessibility, financial and time constraints, as well as the fact that all the Senior High Schools in Brong Ahafo Region are homogeneous in character; four is enough to make generalization.

With regard to the selection of suppliers involved in the study, the simple random sampling method was used. This technique was appropriate due to its ability to ensure equality, calculable and non-zero probability in the selection of the respondents (Sarantabos, 1997). This was done to ensure real representations from the selected suppliers.

3.3 SAMPLE SIZE DETERMINATION

The overall population was estimated to be 100, based upon the number of officials usually involve in procurement operations which includes the procurement officials and the registered suppliers within four Senior High Schools mentioned above.

The Yamane formula was used to calculate the sample size as shown (Yamane, 1967:886).

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

Where : n = Sample size

N = Population

E = Precision

$$\begin{aligned} \diamond n &= \frac{100}{1 + 100 (0.05)^2} \\ &= 80 \end{aligned}$$

3.4 SOURCE OF DATA

The researcher employed the adopted primary sources of data. The main purpose of the study is to gather info that can be analysed, to enable interpretation, and aided the investigator to grow unique information such as eye witness accounts, and personal observations.

3.5 DATA COLLECTION INSTRUMENT

Questionnaire was the main data collection instrument used for the study. The questionnaire was appropriate because it is assumed the procurement officials and Suppliers are literate and for that reason they were able to respond to the questions unaided.

According to Saunders (2007), questionnaire is used for explanatory research which was enabling the study to examined and explained relationships between variables.

In all 80 questionnaires that were sent out for this survey, out of this figure, 60 were given to procurement officers, planning officers, store officers, Assistant Head master, Head master and finance officers, the rest were given to suppliers. 75 questionnaires were retrieved and this made the response rate stood at 93.75 percent. The sample of questionnaire is found in appendices 1 and 2 respectively. The researcher personally administered the questionnaires to the respondent. The structured questionnaire was used to guide the researcher in interviewing the suppliers.

3.6 DATA ANALYSIS AND PRESENTATION

The section deals with the methods of analysis of the data. Quantitative method was used to analysis the data. The results were computed into percentages and subsequently presented in the form of pie charts, bar charts and tables. The analysis then employed Relative Importance Index (RII) a powerful statistical tool to calculate the relative importance. Index value of each variable as already stated.

Using this formula the relative importance index (RII) = $\frac{\sum W}{AN}$ where,

W = the weighting giving to each variable by the respondents, ranging from 1 – 5.

A = the highest weight (ie. 5 in the study).

N = the total number of sample (ie. 75 in the study).

3.7 RELIABILITY AND VALIDITY OF RESULTS

In order to strengthen the reliability of the study, the researcher undertook the following activities. In the first place, the researcher ensured that the objectives set were in conformity with the research questions. Literature reviewed covered both the objectives and the research questions.

3.8 QUESTIONNAIRE DESIGN

The literature review and the in-depth exploratory interview guided the design of the questionnaires to ensure that only the relevant questions in the context of the research were asked (Oppenheim, 1996). The format of the questionnaires was guided by considerations of appeal to respondents, ease of reading and supplying the required data so that the research participants' time was not wasted during the data collection. The questionnaires were designed to include; closed-ended questions, and scaled-response questions.

The type of questions and the way and manner the questions are articulated and presented influences the quality of the responses and response rate. It was therefore essential to ensure that the right questions are asked, well understood and asked in the right way. The responses to the questions range from strongly disagree to strongly agree which were on a five point likert scale.

TABLE 3.1: KEY VARIABLES FOR QUESTIONNAIRE DESIGN

No.	Procurement Methods Adopted
1.	International Competitive Tendering (ICT)
2.	National Competitive Tendering (NCI)
3.	Request For Quotation (RFQ)
4.	Sole Sourcing /Single Sourcing
5.	Restricted Tendering
6.	Unknown Method
Challenges associated with procurement process	

1.	Delay in procurement due to bureaucratically manner.
2.	Inexperience of procurement professionals.
3.	Breach of procurement rules.
4.	Award of contract without approval from right authority.
5.	Inaccurate records/incompetent records.
6.	Political environment/influence.
7.	Deceptive advertisement.
8.	Corruption and fraudulent act.
9.	Lack of transparency and accountability.
10.	Lack of proper communication.
11.	Lack of proper procurement plan and budget.
How to overcome public procurement challenges.	
1.	Training of procurement practitioners.
2.	Governing disclosure of information.
3.	PPA offering advice to all procurement entities.
4.	Proper record keeping.
5.	Preparation of standard procurement documents.
6.	Efficient system of monitoring the process.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 INTRODUCTION

This chapter discusses the results of the study in the form of tables, graphs, percentages and charts. This chapter is also divided into sub-headings to throw more light on questions asked using the survey questionnaire. The main areas were the profile of respondents; procurement method adopted; challenges associated with procurement process; and how to overcome procurement challenges.

4.1 RESPONDENTS PROFILE

4.1.1 Academic qualification

It is important to assess the academic qualification of the respondents in order to ascertain the validity of the information provided for this research work. This gives us assurance

that data is gathered from literate and sound minded respondents who can read and understand the system of public procurement in Ghana.

From figure 4.1 below, it has been demonstrated that 58.7 percent of respondents are Bachelor of Science Degree holder; 14.7 percent are Master of Science Degree holders; 14.7 percent are Highest National Diploma holders and 12 percent are having academic qualification below Highest National Diploma. The result shows that the majority of the respondents have obtained either university or polytechnic education. This means that the respondents are highly educated to read and understand the questionnaire and therefore provided reasonable data for the analysis of this research work.

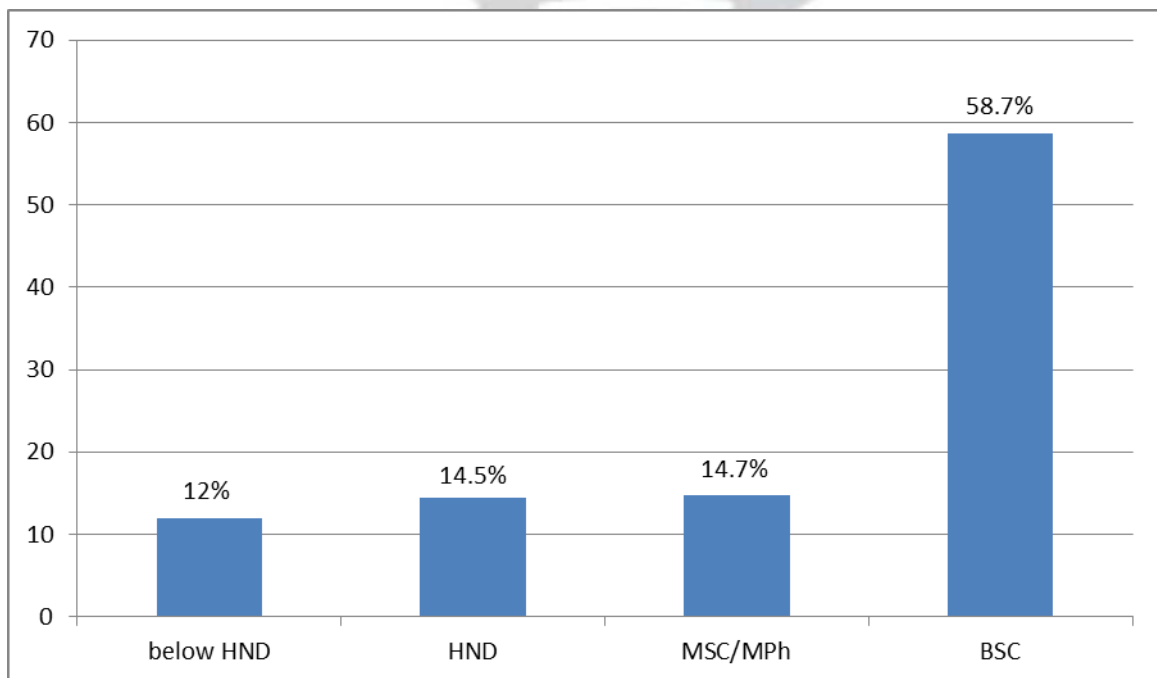


Figure 4.1 : Academic qualification of Respondents.

4.1.2 Professional and Occupational Background of Respondents

It is necessary to assess the professional and occupational background of respondents in order to ascertain the validity of information provided for this research work. This helps

in ensuring that data is gathered from the appropriate quarters. From figure 4.2 below, it has been observed that 28 percent are suppliers; 21.33 Percent are other procurement tender committee members; 16 percent are store managers; 16 percent are Finance Officers; 8 percent are Procurement Officer, 5.33 percent are Assistant Head Masters and 5.33 percent are Head Master or Head of entity. According to this analysis, the suppliers are the majority of respondents but all the respondents are the key players in supply chain as far as public procurement in Senior High Schools are concerned. The figure or table shows the closed margin between the professional and occupational background of respondents. This indicate how reliable this data is.

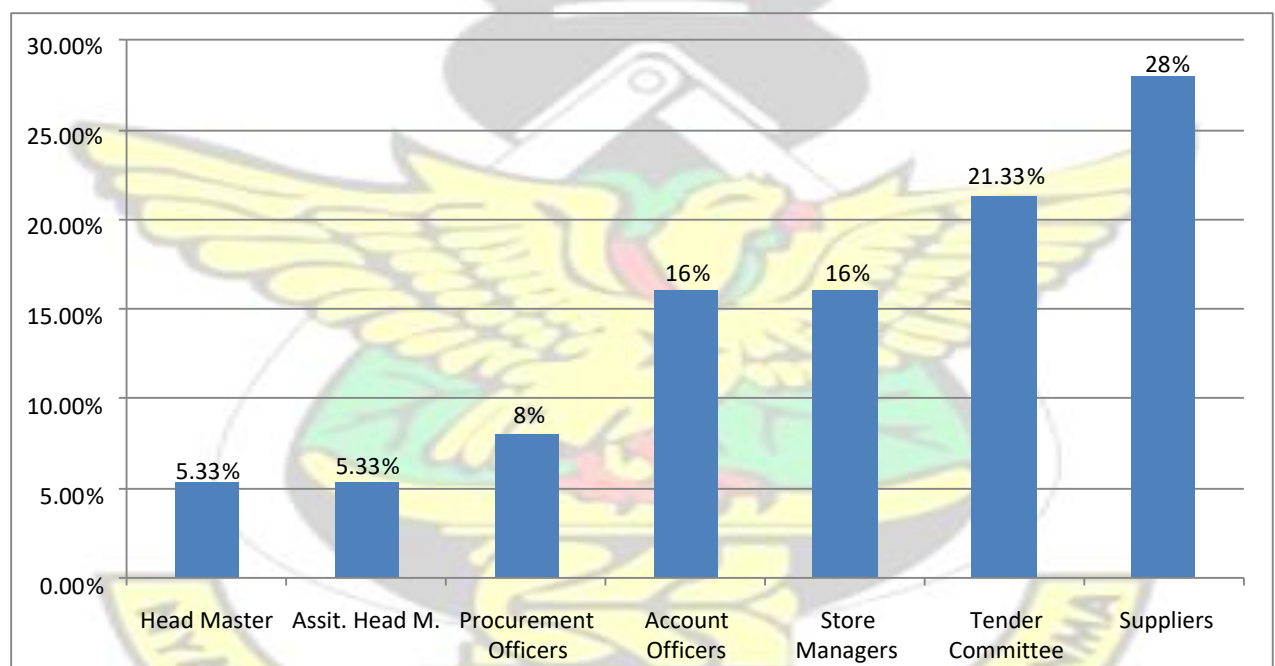


Figure 4.2 : Professional and Occupational background of respondents.

4.1.3 Work Experience of Respondents.

The number of years' of experience in public procurement is also important as far as the quantum of information they have gathered over the years is concerned. From figure 4.3

below, 76 percent have less than five years working experience in public procurement while 24 percent have between five to ten years working experience in public procurement.

Although the respondents with less than five years working experience in public procurement carried the majority but those who have more than five years working experience in public procurement are enough to provide vital information for the study. Because the Procurement Act 663 became an Act in Ghana since year 2003, which is eleven years now.

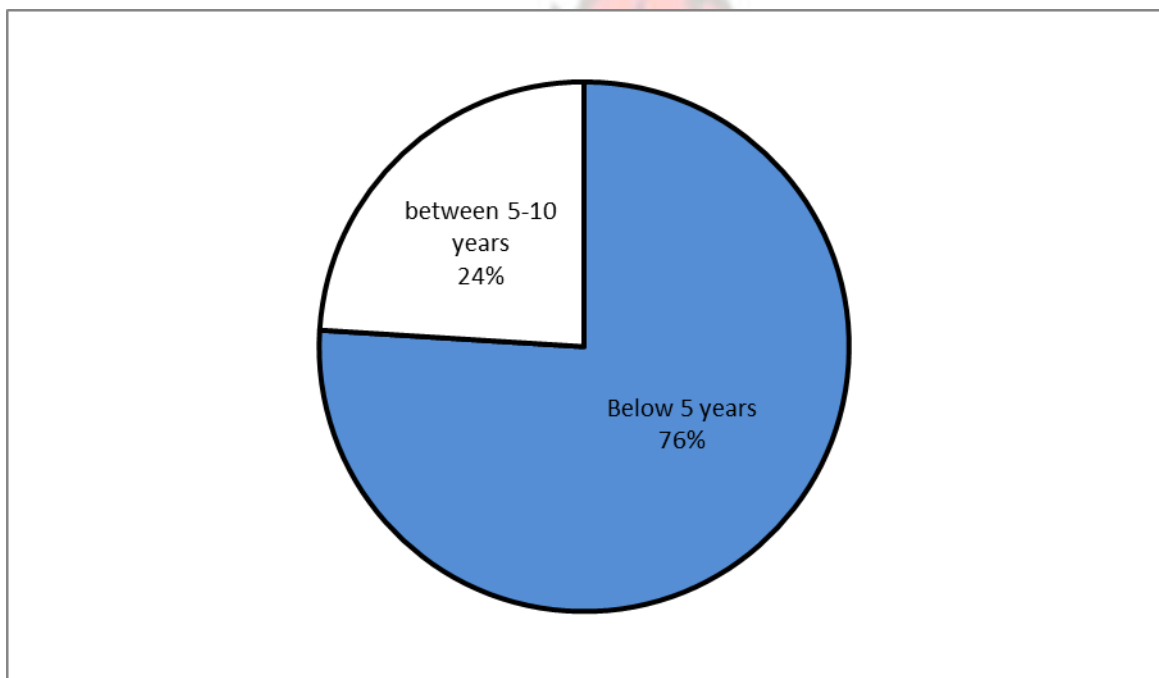


Figure 4.3 : Work Experience of Respondents

4.2 PROCUREMENT METHOD ADOPTED

It is important to examine the rational for measuring the implementation challenges of public procurement Act 663 in Public Senior High Schools from the view point of respondents. Table 4.1 details various procurement methods adopted in Public Senior

High Schools. From the table, Request for proposal (RFQ) had its relative importance index (RII) well above 0.90. According to frequency table for request for proposal in Appendix 2, 66.67 percent of respondents respond strongly agree and 30.67 percent respond agree. This means that between 90% and 100% of Public Senior High Schools in Brong Ahafo adopted request for proposal method. Sole Sourcing had its relative importance index above 0.70. The frequency table of sole sourcing in appendix 2 shows that 26.67 percent of respondents respond strongly agree while 29 percent respond agree. This means that more than 50 percent of public senior high schools use sole sourcing for their procurement activities. Restricted Tendering; National Competitive Tendering; and International Competitive Tendering had relative importance index above 0.30. The frequency table of Restricted Tendering adopted shows that, just 2.6 percent agreed that restricted Tendering is used in their institutions. Frequency table of National Competitive Tendering indicates that, 1.33 percent agrees that method is used in their institution. The frequency table of International Competitive Tendering in Appendix 2 indicates that, that is not practice in the Senior High Schools. Unknown method had relative importance index below 0.30 which means that none of the senior high schools use any other method other than the one accepted by the Act 663.

Table 4.1: Procurement Method Adopted

Procurement Method Adopted		RATING					TOTAL	RII			RANK-ING
		1	2	3	4	5		$\sum W$	AN	$\frac{\sum W}{AN}$	
1.	Request for Quotation (RFQ)	0	0	2	23	50	75	347	375	0.925	1 st
2.	Sole Sourcing	0	15	18	22	20	75	275	375	0.733	2 nd
3.	Restricted Tendering	30	25	18	2	0	75	142	375	0.379	3 rd

4.	National Competitive Tendering (NCT)	32	22	20	1	0	75	140	375	0.373	4 th
5.	International Competitive Tendering (ICT)	40	30	5	0	0	75	115	375	0.307	5 th
6.	Unknown Method	54	21	0	0	0	75	96	375	0.256	6 th

4.3 Challenges associated with procurement process

In measuring implementation challenges of procurement Act 663 in Public Senior High Schools, it is important to assess the respondent's point of view. Table 4.2 shows details of various reasons for measuring challenges associated with procurement process. From the table the most serious challenges identified by the respondents include.

1. Delay in procurement process due to Bureaucracy Manner.
2. Lack of proper procurement plan and budget.
3. Inexperience of procurement professionals.
4. and political environment/influence.

These have Relative important index (RII) above 0.80. Meanwhile, Lack of transparency and accountability; Lack of proper communication; corruption and fraudulent act; Deceptive advertisement; and inaccurate records/incompetent records had (RII) above 0.70. which can be classified as services challenges facing implementation of public procurement Act 663.

According to the table, the award of contract without approval from right authority, and Breach of procurement rules had RII above 0.60.

The frequency tables of challenges associated with procurement process in Appendix 2 show that majority of the respondents agree and strongly agree to all the challenges provided except breach of procurement rules, which disagree weighs the majority.

Table 4.2: Challenges associated with procurement process

Challenges associated with procurement process		RATING					TOTAL	RII			RANKING
		1	2	3	4	5		ΣW	AN	$\frac{\Sigma W}{AN}$	
1.	Delay in procurement process due to Bureaucratically manner	0	1	5	24	45	75	338	375	0.901	1 st
2.	Lack of proper procurement plan and budget	0	5	5	35	30	75	315	375	0.840	2 nd
3.	Inexperience of Procurement Professionals	4	5	5	28	33	75	306	375	0.816	3 rd
4.	Political environment / influence	3	3	10	33	26	75	301	375	0.803	4 th
5.	Lack of transparency and accountability	2	4	15	26	28	75	299	375	0.797	5 th
6.	Lack of proper communication	0	4	9	46	16	75	299	375	0.797	6 th
7.	Corruption and fraudulent act	2	2	19	29	23	75	294	375	0.784	7 th
8.	Deceptive advertisement	2	8	17	37	11	75	272	375	0.725	8 th
9.	Inaccurate records/ in competent records	3	9	11	48	4	75	266	375	0.709	9 th
10.	Award of contract without approval from right authority	3	25	10	26	11	75	242	375	0.645	10 th

11.	Breach of Procurement Rules	3	23	16	22	11	75	240	375	0.640	11th
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4.4 How to Overcome Procurement Challenges

In improving Public Senior High School Procurement System, it is important to consider the key elements of overcoming procurement challenges for such an exercise. Table 4.3 below details out the critical measures of how to overcome procurement Challenges.

According to the respondents the most critical measures include.

1. Efficient System of monitoring the process.
2. Training of procurement practitioners
3. PPA offering advice to all procurement entities.
4. Proper record keeping and preparation of standard procurement documents.

These had their RII values above 0.80. Governing disclosure of information had RII value above 0.70. The frequency tables of how to overcome procurement challenges in Appendix 2 indicate that majority of the respondent involved in the research fell into the response category of agree and strongly agree. This means that all the measures provided on Table 4.3 could be implemented to overcome procurement challenges in public senior high schools.

Table 4.3: How to overcome procurement challenge

How to overcome procurement challenge		RATING					TOTAL	RII			RANK - ING
		1	2	3	4	5		Σw	AN	$\frac{\Sigma w}{AN}$	
1.	Efficient system of monitoring the process	1	1	0	30	42	75	334	375	0.891	1 st

2.	Training of Procurement Practitioners	2	1	4	31	39	75	333	375	0.888	2 nd
3.	PPA offering advice to all procurement entities	0	1	5	45	24	75	317	375	0.845	3 rd
4.	Proper record keeping	0	1	11	43	20	75	307	375	0.819	4 th
5.	Preparation of Standard procurement documents	0	0	12	46	17	75	305	375	0.808	5 th
6.	Governing disclosure of information	0	1	18	44	12	75	292	375	0.779	6 th

4.5 Discussion of the Results

Having analysed the results produced by the study above, it is important to discuss them.

In Public Senior High School it appears that request for quotation and sole source methods are mostly used for the selection of qualified tenderers.

Weakness in public procurement management at Public Senior High Schools include:

Delay in procurement process due to bureaucracy manner; Lack of proper procurement plan and budget; Inexperience procurement professional; political environment; lack of transparency and accountability; lack of proper communication; corruption and fraudulent act; deceptive advertisement and inaccurate records/incompetent records keeping.

Improving public procurement management in Ghana Senior High Schools, efforts must be made to: ensure efficient system of monitoring the procurement process; Train procurement practitioners periodically; PPA should offer professional advice to all procurement entities; ensure that standard procurement documents are used throughout all procurement practice.

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CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.0 INTRODUCTION

This study was ignited by the desire to improve upon Public Procurement System in Ghana. Over the years project stakeholders have lamented about the extremely bad implementation of procurement Act 663 hence the conduct of this study is new as far as it prescribes some modality and points to the future actions that could be taken to avert the phenomenon of poor implementation of procurement Act 663. The study is structured into five main chapters; chapter one dealt with the general introductions regarding the problem statement, significance of the study, Aim of the study among others. Chapter two

concentrated on literature review while chapter three dealt with the methodology adopted for the study. The chapter four is about the analysis and discussion for results; and finally, chapter five details the conclusion and recommendations of the study. This study seeks to devise parameters that would be adopted in the measurement of challenges facing the implementation of procurement Act 663 in terms of public institutions procurement practice.

The study adopted the explanatory research method which involved 75 questionnaires yielding a response rate of 93.75 percent and structured interview based upon the questionnaires. The study identified key issues relating to the challenges facing the implementation of procurement Act 663 measuring including key variables such as procurement methods adopted; challenges associated with procurement process; and how to overcome procurement challenges.

5.1 REVIEW OF RESEARCH OBJECTIVES

The main aim of this research was to empirically identify the challenges facing the implementation of procurement Act 2003 (Act 663). In Public Senior High Schools (SHS) in Brong Ahafo of Ghana such as Techiman SHS, Nkoranza SHS, Berekum SHS and Dormaa SHS. To achieve this aim of the study the underline objectives were set to drive home the research agenda:

5.1.1 Objective 1: Procurement method adopted

It is important to examine the existing knowledge by conducting a literature review in order to be abreast with the level of implementation challenges of procurement Act 663. This study reviewed number of procurement methods adopted in Public Senior High Schools in Brong Ahafo. The research has established that Request for quotation (RFQ) and sole

sourcing are mostly used for sourcing for suppliers. The review provided an opportunity for the research to identify the gaps in research as far as implementation challenges of procurement Act 663 is concerned. The findings guided the conduct of the research especially in the design of serving questionnaires and the choice of methodologies for the conduct of the research.

5.1.2 Objective 2: Challenges associated with procurement process.

This objective intends to ascertain the parameter of assessing challenges facing the implementation of procurement Act 663. The research result covered most serious challenges associated with procurement process which include: Lack of proper procurement plan and budget; Delay in procurement process due to bureaucracy manner; and Political environment. The following are also significant parameters upon which the measurement of challenges facing the implementation of Act 663. Lack of transparency and accountability; Lack of proper communication; corruption and fraudulent act; deceptive advertisement and inaccurate records keeping.

The procurement entities and the suppliers would be encouraged and motivated to manage these facts in order to ensure smooth procurement process, because these challenges have the potential of disorganizing the procurement system.

5.1.3 Objective 3: How to overcome procurement challenges

To establish framework for measuring implementation challenges of procurement Act 663. The study examined the rational for how to overcome procurement challenges in Public Senior High Schools; Efficient System of monitoring the procurement process; Training of procurement practitioners; PPA offering advice to all procurement entities; proper record keeping; preparation of standard procurement documents and Governing

disclosure of information are the tools that may be used to overcome procurement challenges and enhance the success of public procurement in Senior High School at Ghana.

5.2 FINDINGS AND CONCLUSION

The research paper surveyed four (4) procurement entities in Ghana and reviewed data on seventy five (75) questionnaires. The study set out to identify implementation challenges of procurement Act 663 in Public Senior High Schools procurement system. It was found out from the study that the most common procurement method adopted in public senior high school in Ghana are request for quotation (RFQ) and sole source. The research found that, the delay of procurement process due to bureaucratic manner; Lack of procurement plan and budget; inexperience of procurement professionals and political environment are the major procurement challenges as established by some researchers. Such as Erick Nyakundi et al of Kenya.

The studies continue highlighting other challenges of implementing procurement Act 663. These are lack of transparency and accountability; lack of proper communication; corruption and fraudulent act; deceptive advertisement and inaccurate records or incompetent records keeping.

In addition to these, the study pointed out that the efficient system of monitoring the public procurement process; training of the procurement practitioners; PPA offering advice to all procurement entities; proper record keeping and preparation of standard procurement documents would improve the public procurement system in Ghana and enhance the growth of national economy.

5.3 RECOMMENDATION

The recommendation under this section are grouped into two; firstly, recommendation arising from the study (5.3.1); and secondly, recommendation for future search (Section 5.3.2).

5.3.1 Recommendation arising from the study

Recommendations have been suggested to help resolve the identified challenges to make easy to comply with the transparency provisions in Act 663. The following are the major recommendations: It is necessary for the Public Procurement Authority to expedite approval of single-source procurement; The Act should impose mandatory attendance to tender openings by the tenderers; and there should be the encouragement of cluster procurement by the colleges of Education.

These minor recommendations were also proffered: It should be enough to publicize procurement activities on entity's notice boards; Act 663 should expressly indicate whether the Public Procurement Authority or the procurement entities is/are to publish single-source procurement in the Public Procurement Bulletin; tender invitations should be advertised only once in a public media; and that procurement entities should be encouraged to hold proceedings in public.

5.3.2 Recommendation for future Research

It is recommended that further research be conducted to ascertain the level of compliance with each objective of Act 663 in accordance with the Act. In this way, various provisions that deal with specific objective in the Act, and the necessary tools to assess some, would be identified.

Further research may also be conducted into the level of compliance with transparency, or with any other objective to procurement, by the use of both Act 663 and the regulation framework that complements the Act.

KNUST

The logo of the Kenya National University of Science and Technology (KNUST) is centered in the background. It features a torch with a red flame at the top, a yellow eagle with spread wings in the middle, and a shield with green and yellow sections at the bottom. A yellow banner with black text is at the very bottom.

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APPENDIX I

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

COLLEGE OF ARCHITECTURE AND PLANNING.

DEPARTMENT OF BUILDING TECHNOLOGY

QUESTIONNAIRE ON

“CHALLENGES OF IMPLEMENTATION OF THE PROCUREMENT ACT (663) IN PUBLIC SENIOR HIGH SCHOOLS”.

My name is Danso Philip, a student of Kwame Nkrumah University of Science and Technology (KNUST), Reading Masters of Science Degree in Procurement Management. The aim of conducting this research is to identify the challenges of implementation of the Public Procurement Act (663) in Public Senior High Schools with the view of making recommendation to Public Procurement Authority (PPA) and any interested procurement entity. Any information given would be treated with utmost confidentiality.

Your response to the following would be highly appreciated for the success of the project.

SECTION A

INSTRUCTIONS

√ Please tick the most appropriate answer to each of the questions.

PERSONAL PROFILE

1. Please, what is your academic qualification?

☐ HND
 ☐ BSC
 ☐ MSC
 ☐ PHD
 Below HND ☐

2. Please, indicate your position in the school.

☐ Head Procurement
 ☐ Master Officer
 ☐ Assistant Head Master
☐ Account Officer
 ☐ Store Manager
 ☐ Supplier
☐ Other Procurement Tender Committee Member

3. Number of years' experience in Public Procurement.

☐ Below 5 years
 ☐ 5 – 10 years
 ☐ Over 10 years

SECTION B

I would be grateful if you could please response to the following questions under each variable by ticking the appropriate Box/Number.

Note: (Strongly Disagree = 1 Disagree = 2 Neutral = 3 Agree = 4 Strongly Agree = 5)

VARIABLES		SCALE				
No.	Procurement Methods Adopted	1	2	3	4	5
1.	International Competitive Tendering (ICT)					
2.	National Competitive Tendering (NCI)					
3.	Request For Quotation (RFQ)					

4.	Sole Sourcing /Single Sourcing					
5.	Restricted Tendering					
6.	Unknown Method					
VARIABLES		SCALE				
No.	B. Challenges associated with procurement process	1	2	3	4	5
7.	Delay in procurement due to bureaucratically manner.					
8.	Inexperience of procurement professionals.					
9.	Award of contract without approval from right authority.					
10.	Inaccurate records/incompetent records					
11.	Political environment/influence					
12.	Deceptive advertisement					
13.	Corruption and fraudulent act.					
14.	Lack of transparency and accountability					
15.	Lack of proper communication					
16.	Lack of proper procurement plan and budget.					

VARIABLES		SCALE				
No.	How to overcome public procurement challenges.	1	2	3	4	5
17.	Training of procurement practitioners.					
18.	Governing disclosure of information.					
19.	PPA offering advice to all procurement entities.					
20.	Proper record keeping.					
21.	Preparation of standard procurement documents.					
22.	Efficient system of monitoring the process.					

23. Are there any comments that you will like to make towards improving success of public procurement in this country as a whole?

Thank you.

.....

.....

FREQUENCY OF RESPONDANTS

Frequency of procurement methods adopted

Frequency of Request of quotation

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	0	0%
Disagree	0	0%
Neutral	2	2.67%
Agree	33	30.67%
Strongly Agree	50	66.67%
Total	75	100%

Frequency of Sole Sourcing

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	0	0%
Disagree	15	20%
Neutral	18	24%
Agree	22	29%
Strongly Agree	20	26.67%
Total	75	100%

Frequency of Restricted Tendering

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	30	40%
Disagree	25	33.33%
Neutral	18	24%
Agree	2	2.67%
Strongly Agree	0	0%
Total	75	100%

Frequency of National Competitive Tendering (NCI)

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	32	42.67%
Disagree	22	29.33%
Neutral	20	26.67%
Agree	1	1.33%
Strongly Agree	0	0%
Total	75	100%

Frequency of International Competitive Tendering (ICT)

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	40	53.33%
Disagree	30	40%
Neutral	5	6.67%
Agree	0	0%
Strongly Agree	0	0%
Total	75	100%

Frequency of Unknown Method

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	54	72%
Disagree	21	28%
Neutral	0	0%
Agree	0	0%
Strongly Agree	0	0%
Total	75	100%

**FREQUENCY OF CHALLENGES ASSOCIATED WITH PROCUREMENT
PROCESS:**

Frequency of Delay in Procurement Process due to Bureaucracy Manner

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	0	0%
Disagree	1	1.33%
Neutral	5	6.67%
Agree	24	32%
Strongly Agree	45	60%
Total	75	100%

Frequency of Lack of proper procurement plan and budget

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	0	0%
Disagree	5	6.67%
Neutral	5	6.67%
Agree	35	46.67%
Strongly Agree	30	40%
Total	75	100%

Frequency of Inexperience of Procurement Professional

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	4	5.33%
Disagree	5	6.67%
Neutral	5	6.67%
Agree	28	37.33%
Strongly Agree	33	44%
Total	75	100%

Frequency of Political Environment / Influence

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	3	4%

Disagree	3	4%
Neutral	10	13.33%
Agree	33	44%
Strongly Agree	26	34.67%
Total	75	100%

Frequency of Lack of transparency and accountability

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	2	2.67%
Disagree	4	5.33%
Neutral	15	20%
Agree	26	34.67%
Strongly Agree	28	37.33%
Total	75	100%

Frequency of Lack of proper communication

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	0	0%
Disagree	4	5.33%
Neutral	9	12%
Agree	46	61.33%
Strongly Agree	16	21.33%
Total	75	100%

Frequency of Corruption and fraudulent act

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	2	2.67%
Disagree	2	2.67%

Neutral	19	25.33%
Agree	29	38.67%
Strongly Agree	23	30.67%
Total	75	100%

Frequency of Deceptive advertisement

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	2	2.67%
Disagree	8	10.67%
Neutral	17	22.67%
Agree	37	49.33%
Strongly Agree	11	14.67%
Total	75	100%

Frequency of Inaccurate records / incompetent records

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	3	4%
Disagree	9	12%
Neutral	11	14.67%
Agree	48	64%
Strongly Agree	4	5.33%
Total	75	100%

Frequency of Award of contract without approval from right authority

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	3	4%
Disagree	25	33.33%
Neutral	10	13.33%

Agree	26	34.67%
Strongly Agree	11	14.67%
Total	75	100%

Frequency of Breach of Procurement Rules

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	3	4%
Disagree	23	30.67%
Neutral	16	26.67%
Agree	22	29.33%
Strongly Agree	11	14.67%
Total	75	100%

FREQUENCY OF HOW TO OVERCOME PROCUREMENT CHALLENGES:

Frequency of Efficient System of Monitoring the Process

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	2	2.67%
Disagree	1	1.33%
Neutral	0	0%
Agree	30	40%
Strongly Agree	42	56%
Total	75	100%

Frequency of Training of Procurement Practitioners

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	0	0%
Disagree	1	1.33%
Neutral	4	5.33%
Agree	31	41.33%
Strongly Agree	39	52%

Total	75	100%
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Frequency of P.P.A. Offering advice to all procurement entities

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	0	0%
Disagree	1	1.33%
Neutral	5	6.67%
Agree	45	60%
Strongly Agree	24	32%
Total	75	100%

Frequency of Proper record keeping

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	0	0%
Disagree	1	1.33%
Neutral	11	14.67%
Agree	43	57.33%
Strongly Agree	20	26.67%
Total	75	100%

Frequency of Preparation of standard procurement documents

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	0	0%
Disagree	0	0%
Neutral	12	16%
Agree	46	61.33%
Strongly Agree	17	22.67%

Total	75	100%
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Frequency of Governing disclosure of information

RATING	FREQUENCY	PERCENTAGE
Strongly Disagree	0	0%
Disagree	1	1.33%
Neutral	18	24%
Agree	44	58.67%
Strongly Agree	12	16%
Total	75	100%

