

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

Procurement Planning on Service Delivery in the Local Assemblies in Ghana
A Case Study of Ashaiman Municipal Assembly

**by Patrick Eboloni Tanoeh (BSc. Construction Technology and
Management)**

A Thesis Submitted to the Department Of Building Technology, College of Art and Built
Environment

in Partial Fulfillment of the Requirement for the Degree of
MASTER OF SCIENCE

JUNE 2016


KNUST



DECLARATION

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 materials previously published by another person, nor material which has been accepted where due acknowledgment has been made in text.

Patrick Eboloni Tanoeh (PG1772614)

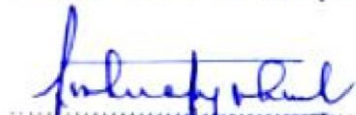

.....
Signature

27/05/2016

Date

Certified by:

Prof. Ayarkwa Joshua (Supervisor)



.....
Signature

27/05/16

Date

Certified by:

Prof. B. K. Baiden (Head of Department)


.....
Signature

27/05/16

Date

ABSTRACT

Procurement planning is the practice of determining the procurement wants and the period of their acquisition and financing in an approach that the whole set-up is established in an effective and a well-organized manner. The procurement planning or schedule are usually provided and developed for conveying the steps in the procurement process up to contract award and selfactualization of all requirements established. Procurement planning encompasses the documentation and valuation of the requirements for obtaining value for money. Hence, errors in documentation and efficient assessment of procurement strategies will crown into varied repercussions in the association and this might discourage its advancement. The aim of the study was to investigate into procurement planning on service delivery in local assemblies: A case study in the Ashaiman Municipal Assembly. A questionnaire survey was conducted among various stakeholders in the Ashaiman Municipal Assembly who were purposively selected to elicit information pertaining to the study. The respondents were made up of Procurement Officers, Local Government Executives, Engineers, Service Workers and other participants in the assembly. The data collected was analysed using Descriptive Statistics and Analysis, Mean Score Ranking and Relative Importance Index (RII) method. The findings review that, various factors like corruption and mismanagement, Inadequate finance, Poor communication with customers etc. hinder the effectiveness of procurement practices in the assembly and there are more room for improvement in the procurement practices.

TABLE OF CONTENTS

DECLARATION	Error! Bookmark not defined.
ABSTRACT.....	
ii	
TABLE OF CONTENTS.....	iv
LIST OF TABLES	
viii	
ACKNOWLEDGEMENT	
ix	
CHAPTER ONE	1
GENERAL INTRODUCTION.....	1
1.1 BACKGROUND INFORMATION	1
1.2 STATEMENT OF PROBLEM	3
1.3 AIM AND OBJECTIVES.....	4
1.3.1 Aim of study	4
1.3.2 Objectives.....	4
1.4 OUTLINE OF METHODOLOGY	4
1.5 SCOPE OF THE STUDY	5
1.6 SIGNIFICANCE OF THE STUDY.....	5
1.8 ORGANIZATION OF THE STUDY	6
CHAPTER TWO	8
REVIEW OF LITERATURE	8
2.1 OVERVIEW OF PROCUREMENT AND SERVICE DELIVERY	8
2.2 Various Definitions in the Discipline	9
2.2.1 Procurement Planning	9
2.2.2 Service Delivery	12
2.3 FACTORS THWARTING SERVICE DELIVERY.....	12

2.3.1 Corruption	12
2.3.2 Accountability	13
2.3.3 Unskilled personnel.....	13
2.3.4 Mismanagement	13
2.3.5 Risk of Integrity	14
2.3.6 Suitable service provider	14
2.3.7 Inadequate Finance.....	14
2.3.8 Poor Communication with customers	14
2.3.9 Misplaced Priority	15
2.4 ROLES OF STAKEHOLDERS IN PROCUREMENT PLANNING	15
2.4.1 Procuring entity	15
2.4.1.1 Roles of State Project Management Unit	16
2.4.1.2 Roles of District Project Management Unit	16
2.4.1.3 Roles of district project manager	17
2.4.1.4 Role of Finance and Procurement Sub Committee	17
2.4.1.5 Contract committee	17
2.4.1.6 Role of the accounting officer	17
2.4.1.7 Role of the citizen	18
2.5 RELATIONSHIP CONCERNING PROCUREMENT PLANNING AND SERVICE DELIVERY.....	18
CHAPTER THREE	20
RESEARCH METHODOLOGY.....	20
3.1 INTRODUCTION	20
3.2 STUDY AREA	20
3.3 RESEARCH DESIGN	20
3.4 SOURCES OF DATA	22

3.5 POPULATION AND SAMPLE SIZE.....	22
3.5.1 Sample Size	23
3.5.2 Sampling Technique.....	23
3.5.3 Data Analysis	24
3.5.4 Purposive Sampling.....	26
CHAPTER FOUR.....	27
DATA ANALYSIS AND DISCUSSION OF RESULT	27
4.1 INTRODUCTION	27
4.2 DESCRIPTIVE ANALYSIS OF DATA (DEMOGRAPHY)	28
4.2.1 Gender of Respondents	28
4.2.2 The Profession of the Respondent.....	28
4.2.3 Level of Education	30
4.2.4 Number of Years of Practice of Respondents	30
4.3 FUNCTIONS OF DIVERSE PARTICIPANTS	32
4.4 INFLUENCES THWARTING PROCUREMENT ON SERVICE DELIVERY.....	34
4.5 CONNECTION BETWEEN PROCUREMENT PLANING AND SERVICE DELIVERY .	37
CHAPTER FIVE	40
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS	40
5.1 INTRODUCTION	40
5.2 SUMMARY OF FINDINGS	40
5.2.1 Objective One	40
5.2.2 Objective Two	41
5.2.3 Objective Three	41
5.3 Conclusion and Recommendation	42
5.3.1 Conclusion.....	42
5.4 Recommendation	42

5.5 Recommendations for future research	43
References	45
APPENDIX 1	48

LIST OF TABLES

Table 4.1: Gender of respondents	28
Table 4.2: Profession of respondents	29
Table 4.3: Level of Education.....	30
Table 4.4: Number of Years of Practice of Respondents.....	31
Table 4.5: Functions of diverse participants	33
Table 4.6 factors affecting procurement on service delivery.....	35
Table 4.7: Connection between procurement planning and service delivery	38

ACKNOWLEDGEMENT

I am foremost, very grateful to the almighty God for the strength, wisdom, grace and divine favour best owned on us to accomplish this academic task successfully. This research would not have been completed without the support and expertise of many people. These people gave generously of their time and expertise in participating in the data collection interviews. Please accept my sincerest thanks for your valuable contribution.

I am thankful to the staffs of the various departments of Ashaiman Municipal Assembly. I also owe an enormous debt of gratitude to my supervisor; Prof. Ayarkwa Joshua. His experience, insight and knowledge, combined with limitless patience and has made the journey rewarding and unforgettable.

KNUST



CHAPTER ONE

GENERAL INTRODUCTION

1.1 BACKGROUND INFORMATION

Procurement as Acquaye (2011) delineated, is the means of obtaining works, goods and services from an external organization. He further expounded on procurement as the acquisition of works, goods and services by public organizations like administrative departments, municipalities and local assemblies needed for their activities, by making an agreement with another body either public or private is termed public procurement. Studies by Edler *et al.* (2005) reveal that, procurement does not only involve purchasing goods and services however, encourages modernization, that construct a shared market and upsurges competition and thwart swindle. According to Ojo and Gbadebo (2012), procurement resolutions are usually not stress-free as frequently being apparent and prepared in the built environment. Thus, emerging countries over the previous years have been stimulated on the significance of efficient and effective planning of the procurement practice at both central and local government planes. Procurement planning as Van Wheels (2005) defines is the practice of determining the procurement wants and the period of their acquisition and financing in an approach that the whole set-up is established in effective and a well-organized manner. Agaba and Shipman (2007) also postulated that, procurement planning is also a means that industries and public organization adopt to strategize procuring undertakings for a precise period of time. According to Asakeya (2014) “procurement planning encompasses the documentation and valuation of the requirements for obtaining value for money”. Hence, errors in documentation and efficient assessment of procurement strategies will crown into varied repercussions in the association and this might discourage its advancement.

A study by Oyedele, (2012) reveals that reduce performances of the building sector in Nigeria was prone to be the characteristic of erroneous procurement planning pronouncement and incessant acceptance of the traditional means of procuring. However, in Uganda, the integration of procurement planning by local government in making financial arrangements and development planning, has encourages modernization and this has been a measure and tract of their traditional planning (Basheka, 2008). According to Onyango, (2012) the procurement plans are set as part of the annual budget groundwork procedure as they are essential to know the cash flow groundwork. In Ghana, the Public Procurement Act, 2003 (Act 663) (PPA), (663rd) outlines and harmonize the practices of procurement in the public services to obtain a sagacious, costeffective and a well-organized usage of resources in public procurement and safeguard that public procurement is done in an unbiased, apparent and non-discriminatory manner (PPA, 2003). This Act plans and supervise public procurement to guarantee that, it completes all complains with legal obligation. As a measure of determination to implement an extensive and planned outlook of the procurement prerequisite and managing, many Republics have applied to revolving to their usual obtaining strategies as a potential problematic regulator. Nevertheless, the procurement plans are faced with exploitation that dissuades policy creation as well as the delivery of services as of persons who require them with potential to meet the expense of them (Langseth *et al.*, 1997).

The study of service delivery in procurement planning has gain popular interest in the built environment. However, there is no distinct meaning of the saying (service delivery) either intentionally or inconsiderately as Oboth (2001) opines. He further postulated that, service is a coordination or preparation that delivers community need, while delivery is periodic act of service. Thus, service delivery is a procedure or preparation of regular act of providing public requirements. Helmsing (1995) in his reading terms service delivery as a thoughtful requirement chosen or

selected by administrators to assist or deliver services as well as goods to receivers. In Ghana, the public service is the principal effecting device for national development scheme precisely to ensure public services delivery. It is then imperative for the public service to screen in addition assess the supply of community service as well as to get responses as of services beneficiaries, concerning their competence in addition to efficiency (National Service Delivery Survey, 2008). According to Davis (2014), the service delivery can only be operative and wellorganized when procedures and methods are well in place and follow accordingly. Further, the procurement processes are circumventing or being looked at as insignificant. Hence, application develops to lurid. The problem of service delivery is very much developing and necessitates sufficient strategic, planning and application. This study therefore seeks evaluate the procurement planning on service delivery in local assemblies in Ghana: A case study in Ashaiman Municipal Assembly.

1.2 STATEMENT OF PROBLEM

The ineffectiveness of procurement planning in most developing countries which Ghana is no exemption has affected and persistence to have an influence on excellence of service delivery in local assemblies. Understandably, a lot of money is expended by the public sector in procuring in effect of the extent of procurement types being procured. Thus this necessitates the procurement scheme be restructured. According to Davis (2014), the service delivery can only be operative and well-organized when procedures and methods are well in place and follow accordingly. Further, the procurement processes are circumventing or being looked at as insignificant. The problem of service delivery is at increasing stride and necessitates sufficient strategic, planning and application. This study therefore seeks evaluate the impression of procurement planning on service delivery in local assemblies in Ghana: A case study in Ashaiman Municipal Assembly.

1.3 AIM AND OBJECTIVES

1.3.1 Aim of study

The aim is to investigate into procurement planning on service delivery in Ashiaman Municipal Assembly.

1.3.2 Objectives

To accomplish the purpose, the following objectives were set:

1. To identify the functions engaged by diverse participant's in procurement planning in the Ashaiman Municipal Assembly;
2. To identify influences thwarting service delivery in Ashaiman Municipal Assembly; and
3. To identify the connection between procurement planning and service delivery, in that the aim for realization and failure could be steadily known. Thus, this will uncover greatest carry out for upgrading.

1.4 OUTLINE OF METHODOLOGY

The methodology utilized a two-stage approach; desk study and field research. The desk study involved a critical review of germane literature to discover the theoretical paradigms underpinning the subject. Consequently, the research adopted both qualitative and quantitative approach of enquiry. Qualitative approach was adopted to understand the functions engaged by diverse participant's in procurement planning in the Ashaiman Municipal Assembly. Further, the following are justifications why quantitative research was adopted for this research, gathers factual data and study relationships between facts and relationships in accordance with theory, it is deductive and therefore associated with verification of theory and hypothesis testing, uses questionnaires, utilizes tests and existing databases, consists of hard data, structured, large sample size, analyzed using statistical methods, and finally conclusive findings used to recommend a final

course of action. Assessment of relevant literature was directed to determine the theoretic patterns behind procurement planning on service delivery. The information gathered from the Literature review, as well as the preliminary fact-finding phase influenced the development of the questionnaires used for this study.

The second stage, the field research, targeted data and information collection. The composed information for the readings were gathered concluded a well-structured questionnaire guide administered on the Ashaiman Municipal Assembly. Stratified random sampling was adopted to select the stakeholders in the ministry.

1.5 SCOPE OF THE STUDY

Although the difficult is a worldwide occurrence and even predominant in some countries and Regions, the study was conducted in the Ashaiman Municipal Assembly. This was decided upon since the Assembly undertook numerous procurement initiatives and service delivery. Further, the researcher is also familiar with the area and therefore will be able to source credible information and data.

1.6 SIGNIFICANCE OF THE STUDY

The study will climax the causes of failure and approaches adopted to improve the understanding of strategic procurement planning and service delivery in various municipalities. Also, the study will encourage the passing of legislature that will spell out standards and conditions for effective and efficient way in advancing the service delivery in the country. This research will also offer data for imminent use by other researchers as well as institutions in the area of public service delivery and procurement planning in the country.

1.7 LIMITATION OF THE STUDY

The researcher would have like to cover all municipal assemblies in the Greater Accra Region however, this was not possible time and resource constraints. Further, those that were interviewed cooperated but there were few who did not give much attention since the questions were detailed and needed time.

1.8 ORGANIZATION OF THE STUDY

The construction of the thesis will be separated into five (5) dependent sections, and will survey the subsequent plan. Chapter 1, "Introduction" would extant the contextual to the study and the difficult compelling the built environment. The study aims, research questions, objectives, and scope are all included in this section. Chapter 2; will encompass the review of literature. This will expose earlier works of the study.

These literature aspects shall be reviewed and attempt to tie them together. It shall discuss fully the growth indicators in rapid developing construction firms, the factors that lead to growth and strategic performance of successful construction firm based on identified growth factors in the construction industry. Chapter 3; will emphasis on the procedure for the study and will discover the theoretical methodology to the study and place it in its suitable authority. Thorough thoughts will be given on the data collection analytical tools that would be engaged. Chapter 4 will extant the practical investigation of data and thoughts of the review that countered all the goals and questions of the research. Chapter 5 shall be titled "Conclusions and Recommendations" will be a summary of the whole study endeavor by studying contributions of the key investigation to knowledge. Plan commendations and restrictions of the study will also be drawn. Indicators as to where future study endeavors should be fixed will also be undoubtedly clear.

KNUST



CHAPTER TWO

REVIEW OF LITERATURE

2.1 OVERVIEW OF PROCUREMENT AND SERVICE DELIVERY

Procurement as a construction concept was defined by the Construction Industry Development Board (CIDB, 2004) as a device which is aimed at economic reform to balance the award of contracts. Hence, procurement in construction brings competition to the process of awarding contracts to individuals or companies. Procurement can be done by a private firm or the government (Public procurement). In Ghana public procurement is done strictly with the Public Procurement Act (2003). Public procurement is done ultimately to provide public goods and services for the maximization of social welfare, like, roads portable water and electricity, and to improve the standard of living of the people in the country (Akaninyene and Mark, 2015). Consequently, poor procurement practices will lead to poor performance of construction projects consequently affecting the standard of living of citizens. For instance, in Nigeria, reduced act of building developments has been linked to the improper obtaining collection choices in addition to incessant adoption of the customary model particularly in the public zone (Oyedele, 2012).

The study of service delivery in procurement planning has gain popular interest in the built environment. However, there is no distinct meaning of the saying (service delivery) either intentionally or inconsiderately as Oboth (2001) opines. He further postulated that, service is a coordination or preparation that delivers community need, while delivery is periodic act of service. Thus, service delivery is a procedure or preparation of regular act of providing public requirements. Helmsing (1995) in his reading terms service delivery as a thoughtful required choice by the chosen or selected administrators to assist or deliver services as well as goods to receivers. In Ghana, the public service is the principal effecting device for national development scheme then precisely, public services delivery.

2.2 Various Definitions in the Discipline

2.2.1 Procurement Planning

Procurement planning a tool employed by various industries including the construction industry to strategized procuring doings for a precise time period (Agaba and Shipman, 2007). The procurement planning process normally begins when a need arises and usually ends during the budgeting process. As discussed earlier, proper procurement planning leads to many advantages to both the client and the contractor as the overall performance of the project will be boosted. The first step in the procurement planning process as described by Agaba and Shipman (2007) is the requisition of top management for a budget expenses.

Procurement planning as a concept is meant to describe all the activities the client will go through in selecting a suitable supplier and enter into contract with Him (Lewis and Roehrich, 2009). Thus procurement planning is a fundamental tool that paves way for other procurement activities (Basheka, 2008) There are different types of procurement, notwithstanding, the activities that the client goes through are always almost the same which includes needs description done by the client, the acquisition processes as done by both the client and the contractor, lastly description of time and mode of delivery. When planning for procurement, there are procedures and guidelines that need to adhered to strictly to bring out the most out of the procurement.

New Zealand government procurement developed significant procurement planning checklist which was designed purposely to assist agencies with the development of documentation for Significant Procurement Plans. According to the checklist, anytime you are planning procurement, the first thing to consider is the business objective which talks about procurement objective, outcomes to be achieved, alignment with agency goals and obtain the best value for money.

The next thing on the list talked about government policy objectives which describes sustainability, market growth and advance socio-economic objectives. Statement of the scope followed and it indicates a clear description of the procurement to prevent future expansion of agreed scope and cost. The fourth thing on the checklist talks about the analysis of the supply market. This is a very sensitive aspect of procedures because this step talks about the supply market status (domestic/international), the impact the procurement will have on the market, competition between suppliers and the availability of substitute. This step may affect the overall cost of the procurement.

Risk analysis was the next step which talked about risk mitigation factors followed by spend analysis. The remaining steps included existing contractual arrangements, collaboration opportunities, stakeholder engagement, tendering approach, evaluation criteria, timelines and contractual arrangement for new procurements.

In other countries like Tanzania, there are benchmarks that every procurement plan should meet (Johnson and Robinson, 2014). These include;

- Sidestep backup procurement whenever potential;
- Combined its necessities when conceivable, equally in the acquiring unit as well as amid acquiring units, to get value for money as well as decrease obtaining charges;
- Make usage of model agreements whenever suitable to deliver a well-organized, price operative as well as easily ways to acquire works, services or provisions that are necessary incessantly or frequently concluded a set of time period;
- Sidestep excruciating in obtaining to overthrow the adoption of correct means except such excruciating is to permit broader contribution of indigenous professionals, contractors or suppliers in which case the consultant will control such undertakings; and

- Assimilate its economical with its spending program.

A good procurement plan model carries a lot of imperatives. For instance, Basheka (2008) stipulated that, a good procurement plan brings some balance and sense in the budgetary allocations and judicious financial management. This means that budget distributions will be realistic and every allocation can be accounted for properly with a good procurement plan model. On the other hand, a mistake committed during the planning stage of a procurement process will consequently affect local governance which includes municipal assemblies. Procurement process and its planning as stated earlier is a basic tool that affects all other procurement activities not excluding service delivery. Procurement of goods, services and works have been neglected in the field of research (Oboth, 2001); even though every part of local governance and municipal assemblies service deliveries depends on it.

Different authors have different perception about service delivery but according to Oboth (2001), there is no definition of service delivery however he pointed out that in order to define the term, each word must be defined separately. He went on to define service as a mechanism for providing needs of the public whereas delivery is a cyclical act of a service. Integrating both definitions creates a definition for service delivery which describes a preparation of regular presentation of providing needs of the public. Customers are traditionally the recipients of services in general thus; service delivery is aimed at delighting customers.

2.2.2 Service Delivery

The study of service delivery in procurement planning has gain popular interest in the built environment. However, there is no distinct meaning of the saying (service delivery) either intentionally or inconsiderately as Oboth (2001) opines. He further postulated that, service is a coordination or preparation that delivers community need, while delivery is periodic act of service.

Thus, service delivery is a procedure or preparation of regular act of providing public requirements. Helmsing (1995) in his reading terms service delivery as a thoughtful required choice by the chosen or selected administrators to assist or deliver services as well as goods to receivers. In Ghana, the public service is the principal effecting device for national development scheme then precisely, public services delivery. It is then precise imperative for the public service to screen in addition assess the supply of community service as well as to get responses as of services beneficiaries, concerning their competence in addition to efficiency (National Service Delivery Survey, 2008).

2.3 FACTORS THWARTING SERVICE DELIVERY

Reduced service delivery remains a problem in many African nations with Ghana not an exception. Poor service delivery can be linked to various reasons which includes corruption, accountability, poor communication, unskilled personnel and mismanagement.

2.3.1 Corruption

Corruption compromise proper service delivery because embezzlement of funds by officials of various municipal assembles has made the needed development of the assemblies almost not achievable therefore they are incapable of meeting the goals set out by the constitution. It was due to this circumstance that prompted Lawal, (2000) to additional emphasizes that corruption has been widespread amongst the older public officials to whom the civic reserves predestined for growing drives are commended.

2.3.2 Accountability

Personnel who deliver service are not held accountable for the quality and efficiency of their services therefore they are not under any obligation to manage resources allocated to them properly and executed their public services duties efficiently.

2.3.3 Unskilled personnel

Parasuraman *et al.*, (1996) advocated that abilities insufficiency in indigenous administrations vestiges a foremost difficulty. A momentous total of indigenous administrations does not have the administrative, managerial, economic and official capability to bump into the increasing requirements of indigenous individuals. This condition is worsened by the weakening of public expert as well as reduced connections among native administration and tertiary training segment. notwithstanding, these native governments are not able to come across their requisite act principles therefore impacting poorly on the delivery of services.

2.3.4 Mismanagement

Hard-earned as well as incomplete capitals accumulated to in addition to outstretched by indigenous administration are continuously mishandled. Primacies are inappropriate; schemes are complete not conferring to or as required by the individuals nonetheless unfortunately in tune with the self-centered end and exaggeration of the civil guidance in cooperation with the older officials at the native government stage of management (Johan, 2006).

2.3.5 Risk of Integrity

Risks of integrity talks about the risks that arises when requirements for a particular procurement process is not adequately defined. These risks may occur at every stage of the public procurement process. For instance, during the before-tendering period, shared dangers comprise inadequate requirements appraisal, scheduling and planning of civic obtaining. Other inconsistencies and risk may emerge concerning the period for preparation of tender which may me inadequate for bidders or sometimes not consistently applied across tenderers (Jütting, 2007).

2.3.6 Suitable service provider

Service delivery is a sensitive concept therefore selection of an unsuitable service provider can be at the detriment of the whole procurement procedure. It is therefore advisable to get all service providers responsible for excellence and competence and to have the capitals and managing specialist do their work (Evelyn, 2013).

2.3.7 Inadequate Finance

There are provisions in the 1992 constitution of Ghana for periodic dispensing of funds to local governments and municipal assemblies however a substantial number of municipal assemblies are lagging behind in relation to the funds available to them verses the development projects they are expected to undertake. Bailey (1998), attributed this problem to the mishandling as well as misuse of reserves allocated to the native council. Availability of finance is a major requirement to service delivery therefore realistic measures have to be in place to make authorities at the municipal level accountable for services they deliver.

2.3.8 Poor Communication with customers

Service deliveries are targeted to customers therefore communication with customers is key to an efficient service delivery. Customer service plays an imperative role in an organization ability to generate revenue therefore substantial investments have been prepared in an effort to guarantee that these have the essential capability and capitals needed for them to achieve their imagined functions as the opinions of publics (Stapenhurst and Langseth, 1997).

2.3.9 Misplaced Priority

Hard-earned as well as incomplete capitals accumulated to in addition to outstretched by indigenous administration are continuously mishandled. Primacies are inappropriate; schemes are complete not conferring to or as required by the individuals nonetheless unfortunately in tune with

the self-centered end and exaggeration of the civil guidance in cooperation with the older officials at the native government stage of management (Johan, 2006).

2.4 ROLES OF STAKEHOLDERS IN PROCUREMENT PLANNING

This section discusses the various roles played by various entities in procurement planning.

2.4.1 Procuring entity

The first role of the acquiring unit is the formulation of an annual task strategy founded on an accepted financial plan. The work plan is submitted to the obtaining and discarding division within the procurement entity to enable arranged implementation of yearly purchasing undertakings. Obtaining and discarding division expenditures the task strategy to design, plan the procurement undertakings for the economic year, section 96 of the PPA regulations (2003).

The second role of the procurement entity is the definition of requirements for the procurement which requires every entity to recognize all of the things they want to acquire (Agaba and Shipman, 2007). The requirement definition normally follows a templates which requires them to justify the reason for purchasing them, list all the activities intricate in procuring them and planning responsibilities by assigning timeframes and capitals (Basheka, 2008). Also, they group the list of items to be procured under various categories. The size and type of contract, items with the identical process of procuring as well as tendering, stuffs that will be prepared for tendering at the identical period and a lot more are aggregated by the procurement entity.

The obtaining division conveys nearly real addition of the different undertakings of participants on the scheduling board (Mawhood, 1983). They also ensure that estimation for the value of works, goods and services is in line with the budget and realistic. Many departments makes up the procurement entity including State Project Management Unit (SPMU), District Project

Management Unit (DPMU) and District Project Manager (DPM). Their roles are enlisted below;

2.4.1.1 Roles of State Project Management Unit

- Prepare Annual Procurement Plan
- Prepare Procurement Manual
- Assist in procurement at State level
- Build procurement Capacity of District Staff
- Train Permanent Full Time staff in Procurement
- Build Procurement Capacity

2.4.1.2 Roles of District Project Management Unit

Formulate Rate Bank with likely sources of supply to required quality/Specification for all items which are generally to be procured and circulate for guidance of all Village Poverty Reduction Committee.

2.4.1.3 Roles of district project manager

- Prepare annual Procurement Plan for the district.
- Assist procurement at the district level
- Training for capacity building of Permanent Full Time staff in Procurement

2.4.1.4 Role of Finance and Procurement Sub Committee

- Provide guidance to Village Poverty Reduction Committee on training institutions and courses available for training in appropriate skills and for requisitioning services of resources persons/aids/appliances for disabled etc
- Assist to purchase good quality at cheaper price
- Maintain Finance and Procurement sub –committee minutes” register

2.4.1.5 Contract committee

- Approves procurement and disposal procedures
- Approves members of the evaluation committee and negotiation team
- Approves bidding and contracts documents.
- Awards contracts on approval of EC report
- Approves contract variations/amendments
- Approves termination of contracts prior to AGs approval

2.4.1.6 Role of the accounting officer

The responsibilities of the accounting officer are to warrant that delivery is complete financially in the financial plan estimates to cater for service provision and other contingencies.

2.4.1.7 Role of the citizen

Citizens of a community also plays an important role in procurement planning and some of these are;

- Supporting the town council to precisely agree on which services are to be developed or halted. These decisions are made by the citizens particularly during the planning stages (Basheka, 2008).
- Citizens also help in developing proposals by formulation of local organizations to develop proposals for consideration by the municipal assembly during the planning stage. These local committees can appoint representatives from their camp to monitor, criticize and advise the town council on service delivery.
- Citizens can also help to evaluate suitable service providers for the community. This kind of participation of peoples safeguards that procurement scheduling and decision-making

development reproduce their wants as well as urgencies and principal to the forms of conclusions that will create an operational services delivered in an exposed, unbiased and democratic local government (Livingstone and Charlton, 2001).

2.5 RELATIONSHIP CONCERNING PROCUREMENT PLANNING AND SERVICE DELIVERY

Improper control and scheduling of service delivery according to Johan (2006) will lead to breakdown in delivering to the public. One way to improve on service delivery is spend time and effort in procurement planning (Basheka, 2004); because procurement planning as it has been identified above is a basic concept and it kicks start the entire obtaining method of purchasing services in native administrations and municipal assemblies. There is an unbreakable connection concerning procurement scheduling and service delivery. This was the point of view of Mullins, (2003) in one of his papers where he wrote about management and organization behavior. Those two concepts depend on each other in order to function properly. These findings have been affirmed by many researchers including Mawhood (1983) who indicated that, efficient procurement planning is an imperative route towards acquiring suitable services to be delivered.

KNUST

CHAPTER THREE **RESEARCH METHODOLOGY**

3.1 INTRODUCTION

According to Collis and Hussey (2003), research procedure is the general methodology to the design procedure starting from the hypothetical foundations and ending at the collection of data and analysis which is adapted for any study. This section addresses matters significant to the procedures engaged to attain the goals of the study and the general goal of the issue. The section places much prominence on approach to the research, design and methods including collection of data, investigation and arrangement of primary data collected purposely for talking the important subjects raised by the aim and specific objectives. Moreover, it explains the data analysis method used in data analysis, the method of determining the population sample as well as the sample size. In conclusion, it offers a description of the entire approach used to address the aim of the research, the outlined objectives and questions raised.

3.2 STUDY AREA

Although the difficult is a worldwide occurrence and more predominant in other states and Regions, the study was conducted in the Greater Accra Region, precisely in the Ashaiman Municipal Assembly. Ashaiman Municipal Assembly was decided upon since the Assembly undertook numerous procurement initiatives and service delivery. Further, the researcher is also familiar with the area and therefore will be able to source credible information and data.

3.3 RESEARCH DESIGN

Saunders *et al.* (2009) explain that the purpose of a research can be descriptive, exploratory or explanatory but it is highly dependent on the nature of research questions being asked. It is promising to use exploratory study in instances where the aim of the research is to find what is happening in order to ask necessary questions regarding it (Gray, 2009). Exploratory readings can be piloted examining literature, speaking to specialists in the ground as well as directing emphasis set discussions (Saunders *et al.*, 2009). Descriptive readings seek out to „draw a picture“ of a condition, person or event. Hedrick *et al.*, (1993) explains that the drive of a descriptive study is to deliver a vivid description of an occurrence as it naturally occurs. An explanatory study sets out to offer explanation and an in-depth account for the descriptive information (Gray, 2009). Whilst descriptive studies may ask questions related to „what“, explanatory studies seek to ask questions in relation to „why“ and „how“.

To come up with the most suitable approach in collecting data from the field, some critical factors including the required information and the mode of investigation that will assist in acquiring that information has to be reviewed (Naoum, 2007). The required information for this research could only be achieved through an approach to fieldwork which is a primary data collection method. Saunders *et al.* (2009) indicates that Survey, Experiment, Case Study, Action Research,

Ethnography research and Grounded theory are examples of research strategies that can be used in gathering data. The research approach adopted in the study was the use of a case study research. Gilham (2000), generally defined case study as the “one which investigate an individual, a group, an organization or a public to response study question(s) and which seek a different kind of indication, evidence which is there in the case background, and collated to get the best possible answers to the research questions. Case-Study technique was used since it is a widely accepted approach for model building research that builds on the rich empirical reality of the case data (Twumasi-Ampofo *et al.*, 2014). Yin (2009) explains that „how“ and „why“ questions are more descriptive and likely to influence the use of Case Study and the data collected using interview, questionnaire or observation methods.

The research involved the gathering of both qualitative and quantitative data by means of wellstructured questionnaire guide. This was done using many data gathering performances as well as analytical methods. Proceeding to the prompting of the initial study, a wide-ranging collected works review was embarked on. The literature review shielded extensively on matters constructing rounds in the correction; particularly a broad synopsis of the procurement planning and service delivery as well as the numerous meanings in the discipline and modern works on procurement practices.

3.4 SOURCES OF DATA

The researcher adopted primary sources of data. The main purpose of the study is to gather information 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 POPULATION AND SAMPLE SIZE

A research population normally deals with the totality of a well-defined collection of individuals or objects that have a common, binding characteristics or traits. The population for this study comprised mainly of procurement professionals involved in public procurement activities and staffs within the Ashaiman Municipal Assembly. These professionals include Budget officers, Native government executives, Engineers and Service workers. As adopted by several researchers, the term 'sample' denotes to sample or portion of an entire (population) drawn to show what the rest is like (Naoum, 1998). Sampling includes selecting part of a population of concentration for a study. It is aimed at giving concrete means of supporting the data gathering and processing element of research to be voted for at the same time as certifying that the trial establishes satisfactory image of the populace (Fellow and Liu, 2003). It is argued that, it is effectively difficult to exam every member of a population. This means that, it is impracticable to reach every member of a population when gathering data, hence the population size of fifty (50) was targeted.

3.5.1 Sample Size

The study targeted 50 procurement officials such as Budget officers, Native government executives, Engineers and Service workers in the assembly. However, including responses from the instrument pre-test yielded a total of 45 responses. The following are the breakdown of the categories of people who were administered with questionnaires in the assembly. The sample size was found to be forty-five (45). From these sample three (3) were Budget officers, four (4) were Native government executives, eight (8) were Engineers, five (5) were Service workers and twenty-five were (25) were other participant in the assembly.

3.5.2 Sampling Technique

Purposive sampling is the sampling technique chosen for this action and it is normally based on the purpose, design, and practical implication of the research topic (Bernard, 2002). Mugenda (1999), defines purposive sampling is sampling technique that permits the researcher to adopt samples that have the prerequisite info with reverence to his/her study goal. Therefore, respondents were handpicked based on their turnovers and also since they have the requisite features and were useful. In this regard a total of 45 respondents were designated to look for their response to the interview. Purposive sampling was adopted to select the stakeholders in the assembly. The study adopted a quantitative and targets to gather evidence from a sample of population such that represents the population within a definite mark of inaccuracy. In the study, a total sample size of forty-five (45) was taken.

3.5.3 Data Analysis

Analysis of data is a process of editing, altering, and displaying data with the objective of stressing important information, suggestion, deductions, and supportive conclusion making. (Adèr, 2008). Data collected from the questionnaire were analysed, concise, and construed consequently with the support of descriptive statistical techniques.

The retrieved questionnaire was amassed into greater units and were processed and entered into the Statistical Packages for Social Sciences (SPSS version 20). The SPSS software was engaged to form the study results and to cross-tabulate the relations concerning the variables. The data gotten was shown graphically and in tabular form.

Successively, the results are analysed statistically using Relative Importance Index (RII) to conclude the sternness of the growth indicators (see for instance Badu *et al.*, 2013). The RII value

designates the relative significance of a factor associated to other variables in the same class. The RII was calculated using the formula:

$$\text{Relative Importance Index (RII)} = \frac{\sum W}{AN}$$

Where, W = weights assumed to each factor by the respondents and ranges from 1 to 5, where „1“ is very low and „5“ is very high.

A = the highest weight (i.e. 5 in this study)

N = the total number of respondents

Non- parametric statistical testing such as descriptive statistics and mean score index would also be utilized to compare the sample mean to the known population, and study relationships between facts and relationships in accordance with theory.

In the analysis of the safety function, both the Mean Score Ranking (MSR) and Relative Importance Index (RII) were used. This was to separate the tie when two factors have the same mean. This was based on the principle that the one with the lowest standard deviation carries the highest weight and priority must be given to that. This is conveyed statistically bellow. The MSR was calculated for each item as follows,

$$\text{MSR} = \frac{(1\alpha_1) + (2\alpha_2) + (3\alpha_3) + (4\alpha_4) + (5\alpha_5)}{\sum \alpha}$$

Where;

α_1 = number of respondents for not relevant..... α_2 =
number of respondents for less relevant..... α_3 = number
of respondents for moderately relevant..... α_4 = number

of respondents for relevant..... α_5 = number of

respondents for very relevant.....

$\Sigma \alpha$ = Total number of respondents

Furthermore, factors were subjected for analyses base on their on their significant test value following the assumption of Chen et al., (2010):

High (H)	$0.8 < RII < 1.0$
High-Medium (H-M)	$0.6 < RII < 0.8$
Medium (M)	$0.4 < RII < 0.6$
Medium-Low (M-L)	$0.2 < RII < 0.4$
Low (L)	$0.0 < RII < 0.2$

3.5.4 Purposive Sampling

Purposive sampling is the sampling technique chosen for this action and it is normally based on the purpose, design, and practical implication of the research topic (Bernard, 2002). Mugenda (1999), defines purposive sampling is sampling technique that permits the researcher to adopt samples that have the prerequisite info with reverence to his/her study goal. Therefore, respondents were handpicked based on their turnovers and also since they have the requisite features and were useful. In this regard a total of 45 respondents were designated to look for their response to the interview.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF RESULT

4.1 INTRODUCTION

This chapter analyses the data collected from the forty-three professionals (procurement officers, local government, engineers, service workers, other participants in the assembly) operating in the municipal assembly. This chapter deals with the analyses and discussion of the functions of various stakeholders in procurement planning, activities that thwart the procurement and service delivery and the relationship between service delivery and procurement planning.

The organization of the data presentation, description and analyses were done using Statistical Package for Social Sciences (SPSS) and Microsoft Excel. The statistical tools used for the analysis were the Frequency Index, Mean Score Ranking and Relative Importance Index (RII), which were used to rank the various variables. This chapter also presents the results of the analysis and discussions in the form of texts, figures and Tables.

A total of forty-five (45) questionnaires were administered, using both Stratified random and purposive sampling technique. Out of the forty-five (45) questionnaires distributed, forty-three (43) questionnaires representing 95.56% were completed and retrieved. The analysis of the results was based on these number of questionnaires retrieved and consequently formed the basis of the findings of this study. The high response rate of 95.56% can be attributed to the fact that questionnaires were administered personally to respondent and successive follow-up thereafter.

4.2 DESCRIPTIVE ANALYSIS OF DATA (DEMOGRAPHY)

This section of the questionnaire comprised questions seeking basis information and some related issues to ascertain the respondent's knowledge about the study in order to provide detailed respondent characteristics. The relevant of this section is to establish the reliability or otherwise, and generate confidence in the data collected.

4.2.1 Gender of Respondents

The general perception is that females do not usually dominate in the public institutions. And this assertion appears partially validated by **Table 4.1** which provides the gender of the respondents. Overall, 79.1% represented males, 20.9% represented females. Within the Ashaiman Municipal Assembly assert the general impression of the dominance of the male specie within the assembly. It must however be mentioned that although gradual development is attained, yet the table below can be said to indicate the degree of effort that still needed to ensure gender balance in the assembly.

Table 4.1: Gender of respondents

		Frequency	Percent %
Gender	male	34	79.1

female	9	20.9
Total	43	100.0

Source: Field survey, June, 2015.

4.2.2 The Profession of the Respondent

The purpose of this question was to ascertain the various stakeholders serving in the municipal Assembly. The category of respondents was the procurement officer, local government executive, engineer, service worker and other stated procurement planning participants in the assembly.

Table 4.2. shows a summary of the profession of respondents in their firm. The table vividly shows that 7 percent of our respondents were procurement officers, 9.30 percent were local government executive, 8 percent were engineers, 5 percent were service workers and a grand total of 23 percent indicated they had different professions from what was enlisted. These stakeholders deliver input in the procurement planning development and procurement in one form or the other in their corresponding units in the interior of Ashaiman Municipal Assembly. This is relatively suitable as these participants are unswervingly affianced with procurement undertakings and service delivery in relation to the focus under study. Correspondingly, the respondent's undertakings in the procurement planning development have the impending of conclusions concerning make or buy in the preparation of the procurement planning and delivery service at the Ashaiman Municipal Assembly.

Table 4.2: Profession of respondents

Profession	Frequency	Percentage
Procurement officer	3	7.00
Local government executive	4	9.30

Engineer	8	18.60
Service worker	5	11.60
Others	23	53.50
Total	43	100.00

Source: Field survey, June, 2015

4.2.3 Level of Education

Nearly all the respondents were well competent since they had the essential theoretical recommendations for carrying out their procurement activities. This shows that they had the understanding and know-how prerequisite for procurement carry out and they are germane to the study and have the competence of understanding public procurement processes. The prone of poor risk understanding and provisions and incapability to generate value for money for the Ashaiman Municipal Assembly and meet the goal of Public Procurement Act (PPA) would stem from the letdown of the level of theoretical understanding of the preparation of the stakeholders. From **Table 4.3**, the purpose of this background information was obviously to know the level of education of respondents. 39.50 percent of respondents had BSc (Degree), 23.30 percent had HND, 18.60 percent had postgraduate degrees and 18.60 percent had other degrees.

Table 4.3: Level of Education

Profession	Frequency	Percentage
BSc (Degree)	17	39.50
HND	10	23.30
Postgraduate	8	18.60
Other	8	18.60

Total

43

100.00

Source: Field survey, June, 2015

4.2.4 Number of Years of Practice of Respondents

The main intent of this question was to ascertain how long the respondents have worked within The assembly. This information will give relevance to the quality of answers given out by the respondents. Also if respondents have gained more experience from working with their respective companies, it is likely that they are well vexed in procurement planning and service delivery. **Table 4.4** below represents the respondent's years of service with their respective companies. From the Table, it is apparent that most of the respondents representing 44.20 percent have worked between 6-10 years followed by respondents who have worked between 1-5 years represent 34.90 percent. The rest of the respondents have worked over 10 years. The different levels of experience gained by the respondents will make the study very feasible. The repercussion is that, respondents are accustomed with the undertakings of their work and have the necessary understanding essentially for procurement in their units for the actions for the Assembly. Notwithstanding, their inputs in terms of know-how in the procurement planning/scheduling and practices are imperative in the direction of positive gathering of the Assembly yearly procurement planning, service delivery and managing.

Table 4.4: Number of Years of Practice of Respondents

Years of service	Frequency	Percentage
1-5 years	15	34.90
6-10 years	19	44.20
10 years	9	20.90

Source: Field survey, June, 2015

ANALYSIS OF DEPENDENT VARIABLES

The section of the questionnaire sought to give respondents the opportunity to show by indicating on a five point Likert scale, functions of various stakeholders in procurement planning, activities that thwart the procurement and service delivery and the relationship between service delivery and procurement planning. Two statistical analysis were utilized, namely Mean Score Ranking (MSR) and Relative Importance Index (RII). The Mean Score Ranking (MSR) was utilized to compare sample mean to the known population, and study relationships between facts and relationships in accordance with theory i.e. Functions of diverse participants whilst, the Relative Importance Index (RII) was used to established the relative importance of the variables.

The procedure, findings and relevant discussion are as follows.

4.3 FUNCTIONS OF DIVERSE PARTICIPANTS

From **Table 4.5**, provide guidance to Village Poverty Reduction Committee on training institutions and courses available for training in appropriate skills was ranked highest with an RII value of 0.89 thus High (H) significance level and a mean score value of 4.45. This is the role performed by Finance and Procurement Sub Committee in the municipal assemblies. This is done periodically in the assembly, they are in charge to help train them in appropriate skills and irradiate poverty. Approves procurement and disposal procedures was ranked second as it obtained an RII value of 0.87 thus high significance level and a mean score value of 4.37. The members of the committee

meet to agree on any procurement venture the municipal wants to undertake. This is a very imperative function as no procurement will go through without the approval of the contract committee. Assisting the town to decide on services to be improved was ranked third with an RII value of 0.86 and a mean value of 4.30. This indicates how the respondent attaches the role of assisting the town to decide of procurement services in the assembly. Approves contract variations/amendments was the next ranked variable with an RII value of 0.86 thus high (H) significance level and mean score of 4.28. Awards contract on approval of EC report and Approves bidding and contract documents was the next ranked factor with an RII value of 0.83 and 0.83, and a mean score value of 4.16 and 4.16 respectively. These functions confirm earlier finding as Basheka (2008) and Mawhood (1983) postulated.

Table 4.5: Functions of diverse participants

Functions	Mean	RII	ΣW	Std. Dev.	Ranking
Provide guidance to Village Poverty Reduction Committee on training institutions and courses available for training in appropriate skills	4.45	0.89	191	0.67	<i>1st</i>
Approves procurement and disposal procedures	4.37	0.87	188	0.66	<i>2nd</i>
Assisting the town to decide on services to be improved	4.30	0.86	185	0.71	<i>3rd</i>
Approves contract variations/amendments	4.28	0.86	184	0.83	<i>4th</i>
Awards contract on approval of EC report	4.16	0.83	179	0.69	<i>5th</i>

Approves bidding and contract documents	4.16	0.83	179	0.62	<i>6th</i>
formulation of an annual work plan	3.98	0.80	171	0.91	<i>7th</i>
Assist in procurement at state level	3.79	0.76	163	0.83	<i>8th</i>
Build procurement Capacity of District staff	3.79	0.76	163	0.77	<i>9th</i>
Group the list of items to be procured under various categories	3.74	0.75	161	0.69	<i>10th</i>
Definition of requirements for the procurement	3.72	0.74	160	0.85	<i>11th</i>
Prepare Procurement Manual	3.72	0.74	160	0.79	<i>12th</i>
Build Procurement Capacity	3.70	0.74	160	0.80	<i>13th</i>
Train Permanent Full Time staff in Procurement	3.65	0.73	157	0.78	<i>14th</i>
Formulate rate bank with likely source of supply to require quality/specification for all items to be procured	3.60	0.72	155	0.73	<i>15th</i>

Source: Field survey, June, 2015

4.4 INFLUENCES THWARTING PROCUREMENT ON SERVICE DELIVERY

In the analysis of the factors affecting procurement on service delivery, the Relative Importance Index (RII) was adopted. About nine (9) factors were identified from literature and respondents were asked to rate them respectively to their degree of influence in the assembly. The score of each

factor obtained from the analysis were considered by summing up the scores given to it by the correspondents.

The (**RII**) values ranges from 0 to 1 with 0 not inclusive. It shows that the higher the value of **RII**, the more significant was the critical success factor and vice versa. According to Chen *et al.* (2010), the comparison of RII with the corresponding significance level is measured from the transformation matrixes which are as follows:

Table 4.6 factors affecting procurement on service delivery

<u>NO.</u>	<u>Challenges</u>	<u>ΣW</u>	<u>Mean</u>	<u>RII</u>	<u>Significance level</u>
1	Misplaced Priority	196	3.76	0.91	H
2	Corruption	191	3.86	0.89	H
3	Suitable Service Provider	190	3.74	0.88	H
4	Inadequate Finance	190	3.67	0.88	H
5	Mismanagement	187	3.74	0.87	H
6	Poor Communication with Customers	187	3.76	0.87	H
7	Risk of Integrity	185	3.74	0.86	H
8	Accountability	182	3.26	0.85	H
9	Unskilled Personnel	164	3.64	0.76	H-M

Source: Field survey, June, 2015

From **Table 4.6** above, all the factors identified poses a high challenge in the assembly hence these factors hinder the service delivery. **Misplaced Priority** was ranked first with an RII value of 0.91 and a mean value of 3.76. This indicates that, Hard-earned as well as incomplete capitals accumulated to in addition to outstretched by indigenous administration are continuously mishandled. Primacies are inappropriate; schemes are complete not conferring to or as required by the individuals nonetheless unfortunately in tune with the self-centered end and exaggeration of

the civil guidance in cooperation with the older officials at the native government stage of management (Johan, 2006).

Corruption was ranked second with an RII value of 0.89 and a mean value of 3.86. this shows that, Corruption compromise proper service delivery because embezzlement of funds by officials of various municipal assembles has made the needed development of the assemblies almost not achievable therefore they are incapable of meeting the goals set out by the constitution. It was due to this circumstance that prompted Lawal, (2000) to additional emphasizes that corruption has been widespread amongst the older public officials to whom the civic reserves predestined for growing drives are commended.

Again, **Suitable Service Provider** was the next ranked factor with an RII value of 0.88 and a mean value of 3.74. Service delivery is a sensitive concept therefore selection of an unsuitable service provider can be at the detriment of the whole procurement procedure. It is therefore advisable to get all service providers responsible for excellence and competence and to have the capitals and managing specialist do their work (Evelyn, 2013).

Inadequate Finance was also viewed by respondents as a crucial factor that thwarts the assembly with an RII value of 0.88 and a mean value of 3.67. The provisions in the 1992 constitution of Ghana for periodic dispensing of funds to local governments and municipal assemblies however a substantial number of municipal assemblies are lagging behind in relation to the funds available to them verses the development projects they are expected to undertake. Bailey (1998), attributed this problem to the mishandling as well as misuse of reserves allocated to the native council. Availability of finance is a major requirement to service delivery therefore realistic measures have to be in place to make authorities at the municipal level accountable for services they deliver.

Mismanagement was also viewed as a factor thwarting procurement planning on service delivery in the municipality with an RII value of 0.87 and a mean value of 3.74. Hard-earned as well as incomplete capitals accumulated to in addition to outstretched by indigenous administration are continuously mishandled. Primacies are inappropriate; schemes are complete not conferring to or as required by the individuals nonetheless unfortunately in tune with the selfcentered end and exaggeration of the civil guidance in cooperation with the older officials at the native government stage of management (Johan, 2006).

Poor Communication with Customers followed mismanagement with an RII value of 0.87 and a mean vale of 3.76. Service deliveries are targeted to customers therefore communication with customers is key to an efficient service delivery. Customer service plays an imperative role in an organization ability to generate revenue therefore substantial investments have been prepared in an effort to guarantee that these have the essential capability and capitals needed for them to achieve their imagined functions as the opinions of publics (Langseth, 1997).

Risk of Integrity was ranked the seventh factor with an RII value of 0.86 and a mean value of 3.74. Risks of integrity talks about the risks that arises when requirements for a particular procurement process is not adequately defined. These risks may occur at every stage of the public procurement process. For instance, during the before-tendering period, shared dangers comprise inadequate requirements appraisal, scheduling and planning of civic obtaining. Other inconsistencies and risk may emerge concerning the period for preparation of tender which may me inadequate for bidders or sometimes not consistently applied across tenderers (OECD, 2007).

4.5 CONNECTION BETWEEN PROCUREMENT PLANING AND SERVICE DELIVERY

Improper control and scheduling of service delivery according to Johan (2006) will lead to breakdown in delivering to the public. One way to improve on service delivery is spend time and effort in procurement planning (Basheka, 2004); because procurement planning as it has been identified above is a basic concept and it kicks start the entire obtaining method of purchasing services in native administrations and municipal assemblies. There is an unbreakable connection concerning procurement scheduling and service delivery. This was the point of view of Mullins, (2003) in one of his papers where he wrote about management and organization behavior. Those two concepts depend on each other in order to function properly. These findings have been affirmed by many researchers including Mawhood (1983) who indicated that, efficient procurement planning is an imperative route towards acquiring suitable services to be delivered.

From **Table 4.7** respondent's views were sought to understand the relationship between procurement delivery and service delivery. From the table, it shows that 59.50% of the respondents strongly agrees that, these two concepts depend on each other. 50% of the respondents strongly agrees that Procurement planning kicks start the entire procurement process of acquiring service, with 46.50% strongly agreeing that, there is an unbreakable relationship between procurement planning and service delivery. Efficient procurement planning is an imperative route towards acquiring suitable service to be delivered, with this, 76.20% of the respondents strongly agrees its effects on the assembly. 54.80% strongly agrees that there is a connection between procurement planning and service delivery. In all bulk of the respondents strongly agree the effect of these factors in the municipality with an average percentage of 45.07.

Table 4.7: Connection between procurement planning and service delivery

CONNECTIONS	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
These two concepts depends on each other	0.00	0.00	7.10	33.30	59.50
Procurement planning kicks start the entire procurement process of acquiring	0.00	0.00	9.50	40.50	50.00
service					
There is an unbreakable relationship between procurement planning and service delivery	0.00	4.70	9.30	39.50	46.50
Efficient procurement planning is an imperative route towards acquiring suitable service to be delivered	0.00	0.00	10.00	13.80	76.20
There is a connection between procurement planning and service delivery	0.00	0.00	2.40	42.90	54.80
Average Rating (%)	0.00	0.94	7.66	34.00	45.07

Source: Field survey, June, 2015

KNUST

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This section reveals summary of the main findings and discussion on stakeholders in the Ashaiman Municipal Assembly, on the impression of procurement planning/scheduling on service delivery in local assemblies. In analyzing the subject matter, views of the various participants in the Ashaiman Municipal Assembly were sought by the use of a structured questionnaire guide. The section therefore presents the conclusion and recommendation founded in the findings from the previous chapters.

The objectives of the study were:

1. To identify the functions engaged by diverse participant"s in procurement planning in the Ashaiman Municipal Assembly;
2. To ascertain influences thwarting service delivery in Ashaiman Municipal Assembly; and
3. To inaugurate the connection between procurement planning and service delivery, in that the aim for realization and failure could be steadily known. Thus, this will uncover greatest carry out for upgrading.

5.2 SUMMARY OF FINDINGS

The achievement of the three study objectives is set out in the following subsections.

5.2.1 To identify the functions engaged by diverse participant's in procurement planning in the Ashaiman Municipal Assembly.

Accordingly, literature on the functions engaged by various participants in procurement planning was reviewed covering a number of roles performed by different stakeholders in the Assembly.

A questionnaire was utilized to ascertain their top priority functions in the assembly.

Respondents were asked to indicate the level of significant of the factors, after combining Mean Score Ranking (MSR) and Relative Importance Index (RII). This was to separate the tie when two factors have the same mean. This was based on the principle that the one with the lowest standard deviation carries the highest weight and priority must be given to that. These factors were ranked based on the responses retrieved. Out of the fifteen (15) factors identified from literature, seven (7) of the factors were found out to be more effective which according to literature are performed by most stakeholders in the procurement sector or division.

5.2.2 To identify influences thwarting service delivery in Ashaiman Municipal Assembly

From the findings of the study, the nine (9) factors that was identified from literature shows that, all the factors critically thwart the assembly and has led to the inconsistencies in the procurement planning and service delivery. This has also rendered the ineffectiveness of procurement practices in various municipal assemblies in Ghana. From the findings, Misplaced Priority, Corruption, Suitable Service Provider and others seems to have strong influence in the assembly. And this is consistent with literature as Johan, 2006; Lawal, (2000); Evelyn, 2013 and Bailey (1998) opines.

5.2.3 To identify the connection between procurement planning and service delivery, in that the aim for realization and failure could be steadily known. Thus, this will uncover greatest carry out for upgrading

With this major objective, the findings of the study reveal that there are no distinct differences in procurement planning and service delivery. In that, procurement planning is an imperative route towards acquiring suitable service to be delivered and kicks start the entire procurement process of acquiring service. As Johan (2006) opines that, improper control and scheduling of service delivery will lead to breakdown in delivering to the public. Further, Basheka, (2004) postulated that, one way to improve on service delivery is spend time and effort in procurement planning, because procurement planning as it has been identified above is a basic concept and it kicks start the entire method of purchasing services in native administrations and municipal assemblies.

5.3 Conclusion and Recommendation

5.3.1 Conclusion

The findings from the study reveals that, stakeholders or participants in the assembly perform their roles accordingly however, there is the need to instill participating ethos on all levels or phases in the procurement planning processes in the municipality. The study also shows that, numerous factors thwart the assembly procedures thus, there is more room for improvement in the procurement. From the findings there is also a direct relationship between procurement planning and service delivery, thus, effective and well-organized groundwork of procurement planning or scheduling build an opportunity for all participant or stakeholders involved in the processes to meet specific requirement for the municipal assembly.

5.4 Recommendation

Form the above conclusions, the succeeding endorsement are therefore proposed.

- From the study, the factors thwarting the assembly in the procurement planning or scheduling calls for modernization and reorientations for procurement officers at the Ashaiman Municipal Assembly to advance approaches in their yearly procurement planning that will ultimately alleviate these threatening.
- Effective coaching in understanding procurement planning and service delivery should be inculcated into staffs at the Ashaiman Municipal Assembly.
- It is commended that satisfactory risk evaluation should be complete aforementioned to the validation of procurement agreement as this possibly will influence on the final procurement strategy.
- Authorities regulating public procurement should ensure that governmental policies are completely prescribed.
- Practitioners of procurement and other professional should know that yearly procurement plan is very imperative to the organization as it acts as a road map to procure for the organization.
- Administration must develop effective service delivery structures in the various municipalities through the provision of social and political economic alterations in the efforts to give priority to the public sector to be effective. Creating a viable and stable functioning environs and living environs for public to be able to regulate know-hows required in the provision of service delivery.
- Clear governance framework that provides bearing and accuracy to the various departments who render procurement activities. Performance needs should be provided to foster a probity rich environment and minimise risk in the various assemblies.

5.5 Recommendations for future research

The emphasis of this study is on evaluating the impression of procurement planning on service delivery in local assemblies: Ashiaman Municipal Assembly in the Greater Accra Region. Time and other resource restrictions for the programme were taken into description in determining on an applicable design to report the research objectives. Future research will consider much bigger sample as well as ranging the research to the whole country to have country wide picture. Such a study will permit appreciated perceptions to be gained on the contribution of building client in making the Ghanaian building industry safer in Ghana.



References

- Acquaye, J. A. (2011). Guide to practice of procedures in public procurement of works.
- Agaba, E., and Shipman, N. (2007). Public procurement reform in developing countries: The Ugandan experience. *Advancing Public Procurement: Practices, Innovation and Knowledge-Sharing*, pp. 373-391.
- Agaba, E., and Shipman, N. (2007). Public procurement reform in developing countries: The Ugandan experience. *Advancing Public Procurement: Practices, Innovation and Knowledge-Sharing*, pp. 373-391.
- Akaninyene, O. U., and Mark, J. (2015). Effect of Ethics and Integrity on Good Public Procurement System. *AFRREV IJAH: An International Journal of Arts and Humanities*, Vol.4 No. (1), pp. 168-176.
- Asakeya, G.K., (2014). Impact of Procurement Planning within Ghana Health Services: A Study of Ridge Hospital-Accra.
- Bailey, J. P. (1998). *Intermediation and electronic markets: Aggregation and pricing in Internet commerce* (Doctoral dissertation, Massachusetts Institute of Technology, Dept. of Electrical Engineering and Computer Science).
- Basheka, B. C. (2008). Procurement planning and accountability of local government procurement systems in developing countries: Evidence from Uganda. *Journal of Public Procurement*, Vol. 8 No. (3), pp. 379.
- Collis, J., Hussey, R., Crowther, D., Lancaster, G., Saunders, M., Lewis, P., and Robson, C. (2003). Business research methods.
- Construction Industry Development Board (CIDB) (2004). *SA Construction Industry Status Report: Synthesis Review on the South African Construction Industry and its Development*. Pretoria, South Africa: CIDB.
- Davis, M. J. (2014). PROCUREMENT PRACTICES INFLUENCING SERVICE DELIVERY: A CASE OF KENYA POWER. *European Journal of Logistics Purchasing and Supply Chain Management*, Vol. 2 No. (3), pp. 79-137.

- Edler, J., Ruhland, S., Hafner, S., Rigby, J., Georghiou, L., Hommen, L., and Papadakou, M. (2005). Innovation and Public Procurement—Review of Issues at Stake. *ISI Fraunhofer Institute Systems and Innovation Research, Karlsruhe*.
- EVELYN, J. (2013). Fumifugium; or, The Inconvenience of the Aer and Smoake of London Dissipated (1661). *Historical Perspectives on Preventive Conservation*, Vol. 6, pp. 262.
- Gilham, S., Deaves, D. M., and Woodburn, P. (2000). Mitigation of dense gas releases within buildings: validation of CFD modelling. *Journal of hazardous materials*, Vol. 71 No. (1), pp. 193-218.
- Gray, J. (2009). *Men are from Mars; women are from Venus: Practical guide for improving communication*. Zondervan.
- Hedrick, T. E., Bickman, L., and Rog, D. J. (1993). *Applied research design: A practical guide*. Newbury Park, California: Sage.
- Helmsing, A.H.J., (1995). *Local Government Central Finance*. An Introduction: New York USA.
- Johan, N. (2006). Planning for Service Delivery Improvement. *S D R*, Vol. 15 No. 2 pp.106- 109.
- Johnson, P., and Robinson, P. (2014). Civic Hackathons: Innovation, Procurement, or Civic Engagement? *Review of Policy Research*, Vol. 31 No. (4), pp. 349-357.
- Jütting, J. (2007). *Informal institutions: How social norms help or hinder development*. OECD Publishing.
- Langseth, P., Kato, D., Kisubi, M., and Pope, J. (1997). *Good governance in Africa: a case study from Uganda*. Economic Development Institute of the World Bank.
- Lawal, S. (2000). Local government administration in Nigeria: A practical approach. *Ibadan: University Press Limited*.
- Lewis, M. A., and Roehrich, J. K. (2009). Contracts, relationships and integration: towards a model of the procurement of complex performance. *International Journal of Procurement Management*, Vol. 2 No. (2), pp. 125-142.
- Livingstone, I., and Charlton, R. (2001). Financing decentralized development in a low income country: raising revenue for local government in Uganda. *Development and Change*, Vol. 32 No. (1), pp. 77-100.
- Mawhood, P. (1983). Decentralization: the concept and the practice. *Local Government in the Third World: The Experience of Tropic Africa*, pp. 1-24.
- Mullins L. J. (2007). *Management and Organizational Behavior* 8th edition.
- Naoum, S. (2003). An overview into the concept of partnering. *International journal of project management*, Vol. 21 No. (1), pp. 71-76.
- National Service Delivery Survey, (2008). *Ministry of Public Service: Kampala*.
- Oboth, M. J. (2001). Decentralization and Service Delivery: Constraints and Controversies. *Kampala: Makerere University Library*.

- Ojo, A. E., and Gbadebo, M. A. (2012). Critical selection criteria for appropriate procurement strategy for project delivery in Nigeria. *Journal of Emerging Trends in Economics and Management Sciences*, Vol. 3 No. (5), pp. 422-428.
- Onyango, C. J. Effects of Procurement Planning on Institutional Performance: A Case Study of Mombasa Law Court.
- Oyedele, L. O. (2012). Avoiding performance failure payment deductions in PFI/PPP projects: Model of critical success factors. *Journal of Performance of Constructed Facilities*, Vol. 27 No. (3), pp. 283-294.
- Parasuraman, S., Purohit, Y. S., Godshalk, V. M., and Beutell, N. J. (1996). Work and family variables, entrepreneurial career success, and psychological well-being. *Journal of Vocational Behavior*, Vol. 48 No. (3), pp. 275-300.
- PPA (2003). Republic of Ghana. Public Procurement Act, 2003 (Act 663).
- Saunders, M., Lewis, P. and Thornhill, A. (2007). Research Methods for Business Students. 6th Edition. Pearson Education Limited.
- Stapenhurst, F., and Langseth, P. (1997). The role of the public administration in fighting corruption. *International Journal of Public Sector Management*, Vol. 10 No. (5), pp. 311-330.
- Twumasi-Ampofo, K., Osei-Tutu, E., Decardi-Nelson, I., and Ofori, P. A. (2014). A Model for Reactivating Abandoned Public Housing Projects in Ghana. *Civil and Environmental Research*, Vol. 6 No. (3), pp. 6-16.
- Van Wheels, (2005). Public Procurement Management, Guidelines and Procedures. Public Sector Enterprise.
- Yin, R.K., (2009). Case Study Research: Design and Methods, 4th ed. Applied Social Research Methods, vol. 5. Sage Publications Incorporated.

KNUST

APPENDIX 1 KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

DEPARTMENT OF BUILDING TECHNOLOGY

QUESTIONNAIRE

PROCUREMENT PLANNING ON SERVICE DELIVERY IN LOCAL ASSEMBLIES IN GHANA

The purpose of this study is to evaluate the impression of procurement planning on service delivery in local assemblies: Ashaiman Municipal Assembly. the following research objectives:

4. To identify the functions engaged by diverse participant's in procurement planning in the Ashaiman Municipal Assembly;
5. To ascertain influences thwarting service delivery in Ashaiman Municipal Assembly; and
6. To inaugurate the connection between procurement planing and service delivery, in that the aim for realization and failure could be steadily known. Thus, this will uncover greatest carry out for upgrading.

Your assistance in answering the questions set out below would be much appreciated. Please do not leave any identification marks on the forms in order that the replies remain anonymous. The information provided will be used solely for academic purposes and will be treated confidentially.

Thank you.

Please provide the correct information by ticking [✓] the appropriate box and fill in the blank spaces where necessary.

RESPONDENT PROFILE

(1) Gender Male [] Female []

(2) Indicate your profession or occupation

- a) Procurement officer []
- b) Local government executive []
- c) Engineer []
- d) Service worker []
- e) Other (please specify)

(3) Indicate your highest level of education.

- a) BSc (Degree) []
- b) HND []
- c) Postgraduate (MA/MSc/MPhil/PhD) []
- d) Other (please specify)

(4) Indicate how long you have worked in the assembly.

- a) 1-5 years []
- b) 6-10 years []
- c) More than 10 years []

PART II: FUNCTIONS ENGAGED BY DIVERSE PARTICIPANT'S IN PROCUREMENT PLANNING

(5) In your experience, what are the roles are engaged stakeholders in procurement planning?

Please indicate the level of influences of each function by ticking the appropriate boxes.

1	2	3	4	5
Not Relevant	Less Relevant	Moderately Relevant	Relevant	Very Relevant

NO.	FUNCTIONS	RANK				
		1	2	3	4	5
1	formulation of an annual work plan					
2	Definition of requirements for the procurement					
3	Group the list of items to be procured under various categories					
4	Prepare Procurement Manual					
5	Assist in procurement at state level					
6	Build procurement Capacity of District staff					
7	Train Permanent Full Time staff in Procurement					
8	Build Procurement Capacity					
9	Formulate rate bank with likely source of supply to require quality/specification for all items to be procured					
10	Provide guidance to Village Poverty Reduction Committee on training institutions and courses available for training in appropriate skills					
11	Approves procurement and disposal procedures					
12	Approves bidding and contract documents					
13	Awards contract on approval of EC report					
14	Approves contract variations/amendments					
15	Assisting the town to decide on services to be improved					
If other, please specify						

PART III: INFLUENCES THWARTING PROCUREMENT ON SERVICE DELIVERY

(6) In your experience, which of the following influence thwarts procurement on service delivery? Please indicate the level of influences of each factor by ticking the appropriate boxes.

1	2	3	4	5
Not Challenging	Less Challenging	Moderately Challenging	Challenging	Very Challenging

NO.	CHALLENGES	RANK				
		1	2	3	4	5
1	Corruption					
2	Accountability					
3	Unskilled Personnel					
4	Mismanagement					
5	Risk of Integrity					
6	Suitable Service Provider					
7	Inadequate Finance					
8	Poor Communication with Customers					
9	Misplaced Priority					
If other, please specify						

PART IV: CONNECTION BETWEEN PROCUREMENT PLANING AND SERVICE DELIVERY

(7) In your experience, is there any connection between procurement planning and service delivery? Please indicate the level of connection by ticking the appropriate boxes.

1	2	3	4	5
Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree

NO.	CONNECTIONS	RANK				
		1	2	3	4	5
1	These two concepts depends on each other					
2	Procurement planning kicks start the entire procurement process of acquiring service					
3	There is an unbreakable relationship between procurement planning and service delivery					
4	Efficient procurement planning is an imperative route towards acquiring suitable service to be delivered					
5	There is a connection between procurement planning and service delivery					
If other, please specify						

THANK YOU!