

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI
COLLEGE OF HUMANITIES AND SOCIAL SCIENCES
KNUST SCHOOL OF BUSINESS

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**PROCUREMENT PRACTICES AND PUBLIC SERVICE DELIVERY: A STUDY OF
MMDAS IN THE NORTHERN REGIONS, GHANA.**

BY

**AHMED ISSAH ZUBERU
(BSc. REAL ESTATE)**

**A THESIS SUBMITTED TO THE DEPARTMENT OF SUPPLY CHAIN AND
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DECLARATION

‘I hereby declare that this submission is my own work towards the **Master of Science Procurement and Supply Chain Management** degree and that, to the best of my knowledge, it contains no material previously published by another researcher which has been accepted for the award of any other degree of the University except where due acknowledgement has been made in the text’.

Ahmed Issah Zuberu

(PG9446021)

.....
Signature

.....
Date

Certified by

Dr. Emmanuel K. Anin

(Supervisor)

.....
Signature

.....
Date

Certify by

Prof David Asamoah

(Head of Department)

.....
Signature

.....
Date

ABSTRACT

The main issues preventing Metropolitan, Municipal, and District Assemblies (MMDAs) from managing effectively is fake procurement. A CDD-Ghana study conducted in 2021 revealed that the majority of Ghanaians thought the MMDAs had performed "very or pretty badly" in terms of service delivery over the preceding five years. The main aim of the study is to examine the influence of procurement practices on public service delivery using MMDAs in the Savannah Region of Ghana as a case study. The study used explanatory research designs. The study specifically employs a quantitative research strategy; with which it will gather quantifiable data for the population sample's statistical analysis. Senior managers of MMDAs in Ghana's Savannah Region made up the study's population. Purposive sampling was used to select a sample of respondents for the study because the population was big and potentially inaccessible. A total of 162 people were included in the study's sample. The data was analysed using descriptive and inferential (regression) statistics. The results also show that sourcing, planning, and contract management, have a significant effect on Service Delivery. Therefore, this study concludes that the determinants of service delivery include sourcing, planning, and contract management. This means procurement practices like sourcing, planning, and management have an influence on service delivery among organisations like MMDAs. It is recommended that national procurement planning strategies or rules and regulations be reviewed and updated to include clauses that will allow flexibility for the inclusion of emerging trends in the procurement process. The report further recommends the establishment of a procurement planning.

TABLE OF CONTENTS

DECLARATION.....	i
ABSTRACT.....	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	vii
LIST OF FIGURES	viii
ACKNOWLEDGEMENT.....	ix
DEDICATION.....	x
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	4
1.3 Objective of the Study	5
1.4 Research Questions	6
1.5 Significant of the Study	6
1.6 Overview of Methodology	6
1.7 Scope of the Study	7
1.8 Limitations of the Study.....	7
1.9 Organisation of the Study	7
CHAPTER TWO	9
LITERATURE REVIEW	9
2.1 Introduction.....	9
2.2 Conceptual Review	9
2.2.1 Public Service Delivery (PSD)	9
2.2.1.1 Indicators of Quality Service Delivery	10

2.2.2 Public Procurement	11
2.3 Procurement Practices.....	13
2.3.1 Procurement Planning	13
2.3.2 Sourcing	14
2.3.3 Contract Management.....	16
2.4 Theoretical Review	17
2.4.1 Resource-Dependence theory	17
2.4.2 Fiscal Decentralization Theory	18
2.5 Empirical Review.....	20
2.5.1 Procurement Planning and Service Delivery	20
2.5.2 Sourcing and Public Service Delivery	21
2.5.3 Contract Management and Service Delivery	23
2.6 Research Gap	25
2.7 Conceptual Framework and	25
2.8 Hypothesis Formulation.....	26
2.8.1 Procurement Planning.....	26
2.8.2 Sourcing	27
2.8.3 Contract Management.....	28
CHAPTER THREE.....	29
METHODOLOGY	29
3.1 Introduction.....	29
3.2 Research Design.....	29
3.3 Population of the Study.....	29
3.4 Sample Size.....	29
3.5 Sampling Technique	30

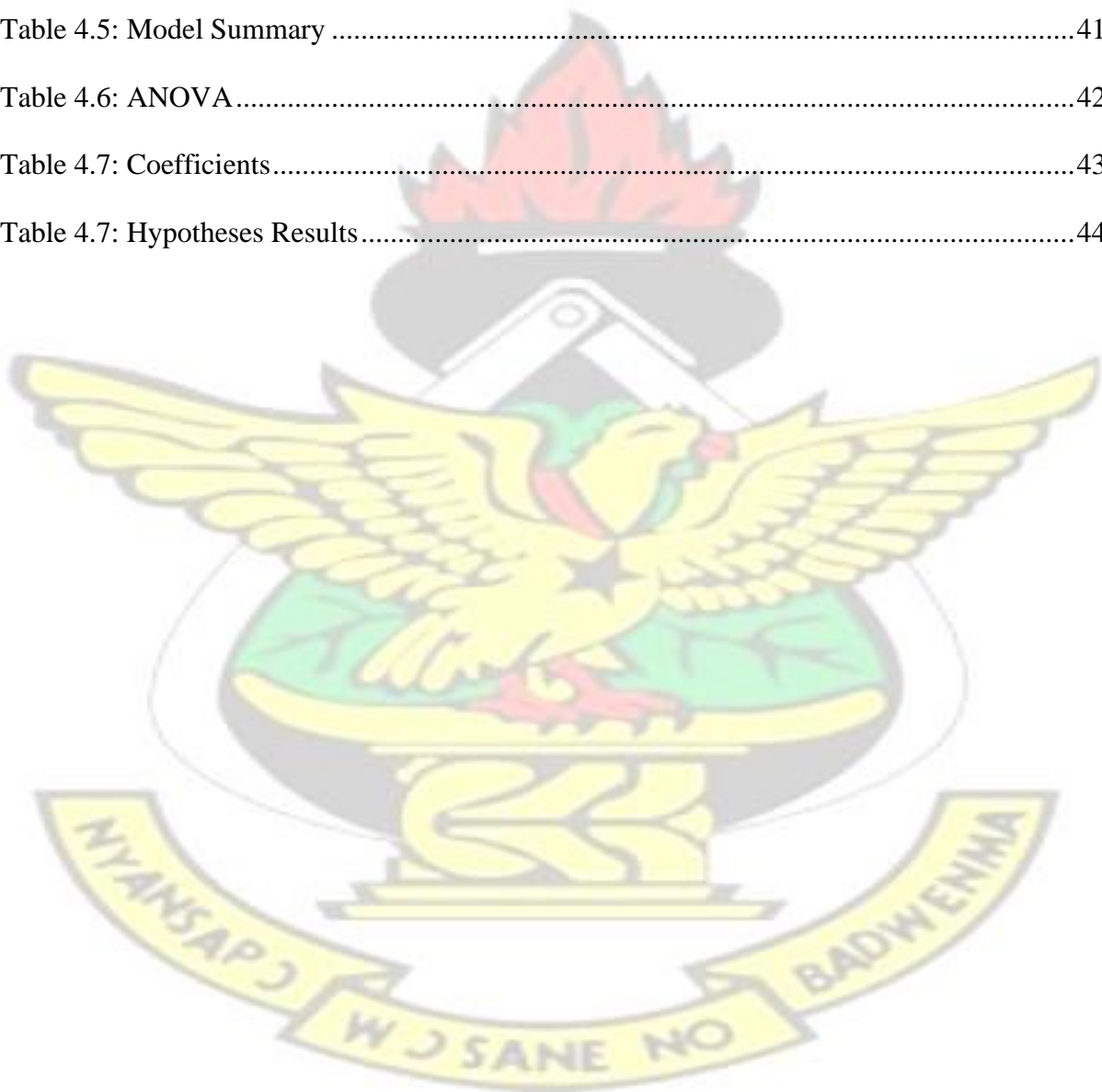
3.6 Data Collection	30
3.7 Data Analysis	31
3.8 Validity and Reliability	31
3.9 Ethical Consideration	32
CHAPTER FOUR.....	33
RESULTS PRESENTATION AND DISCUSSIONS OF FINDINGS	33
4.1 Introduction	33
4.2 Demographic Information	33
4.2.1 Firm Background	33
4.2.2 Respondent's Background	35
4.3 Validity and Reliability	35
4.3.1 Reliability Test	36
4.3.2 Exploratory Factor Analysis	36
4.4 Correlation Matrix	39
4.5 Regression Analysis	41
4.6 Hypotheses Results	43
4.7 Discussion of Results	44
CHAPTER FIVE	49
SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS	49
5.1 Introduction	49
5.2 Summary of Findings	49
5.2.1 Procurement Planning and Service Delivery	49
5.2.2 Sourcing and Service Delivery	49
5.2.3 Contract Management and Service Delivery	49
5.3 Conclusion	50

5.4 Recommendation for Industry and Policy Makers	51
5.5 Recommendations for Further Studies.....	52
REFERENCES.....	53
APPENDIX A: QUESTIONNAIRES	59



LIST OF TABLES

Table 3.1: Measurement of Variables	31
Table 4.1: Demographic Information	34
Table 4.2: Reliability Test.....	36
Table 4.3: Exploratory Factor Analysis Results	37
Table 4.4: Correlation Matrix	40
Table 4.5: Model Summary	41
Table 4.6: ANOVA.....	42
Table 4.7: Coefficients.....	43
Table 4.7: Hypotheses Results.....	44



LIST OF FIGURES

Figure 2.1: Conceptual Framework	26
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DEDICATION

I dedicate this entire work to my lovely wife and children.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Procurement practices encompasses all the procedures involve from sourcing for goods, works, services and negotiating contracts to managing suppliers, effective public service delivery is anchored on strategic procurement planning, sourcing and effective contract management, (Basheka, 2021). Professionally competent employees who possess the requisite know-how for the task at hand are essential to a successful procurement system. Inconsistencies in procurement procedures, the rise of alternative contracting strategies, and the rise in reliance on services from the private sector make it challenging to staff of a procurement unit with qualified professionals who have the necessary skills (Government Accountability Office). Delivery, as defined by Nuhu et al. (2020), refers to the act of providing a service repeatedly, whereas "service" refers to a system or organization that satisfies public demands. Therefore, service delivery is the system or structure that consistently meets the needs of the public.

According to Anane et al. (2019) procurement processes encompass the steps a company takes to acquire products or services. These steps include formulating a sourcing strategy obtaining price quotes engaging in contract negotiations and ultimately selecting a supplier for the contract. Procurement and contract management encompass the process of identifying, choosing, negotiating and overseeing business partnerships with suppliers and vendors. These procedures are aimed at assisting organizations, in obtaining goods or services at the best price while fulfilling their unique requirements. A contract refers to a written understanding, between a buyer and a seller, where the buyer agrees to purchase products or services from the seller in exchange for payment. The key distinction lies in the fact that sourcing deals, with goods and services while purchasing focuses on indirect items and solutions.

There are a number of procurement procedures that have been found to affect service delivery. Anane et al. (2019) found that the public sector's service delivery is significantly impacted by procurement policy, procurement planning, and sustainable procurement practice. According to the definition provided by Buijze (2013), a procurement policy is "a document that outlines the general principles and guidelines that will be applied to the procurement process and decisions." An organization's procurement policy is the framework within which employees make decisions in response to predetermined goals and conditions articulated by the management. Procurement planning increases openness and predictability in the purchasing process. Procurement planning, as stated by Anane et al. (2019), permits businesses to combine similar needs into one contract and divide complicated needs into several contract packages, both of which optimize cost savings. Sustainable procurement refers to the process by which a company incorporates CSR ideas into its purchasing practices and decisions while still meeting the needs of its stakeholders (Buijze, 2013).

Sourcing is an upstream part of the supply chain and it's the process of strategically choosing the right services and goods that a company needs to run their business. Sourcing is also the act of buying goods, including seller selection, contract negotiation and measuring the long-term performance of your suppliers. Effective sourcing ensures quality and cost-effective manufacturing and also maintains control of inventory levels and overhead costs. Sourcing is an important aspect of your supply chain management (SCM) strategic planning done to improves efficiencies and lowers risk in your supply chain. Once selection and negotiations have taken place, strategic sourcing also involves measuring performance and improving the process on a continual basis. Strategic sourcing is generally practiced by large organizations with many suppliers. There should be proactive planning, identification of need and, effective sourcing, contracting and contract management that an organization need or may need to meet its strategic and commercial objectives (Hassan and Omwenga, 2023).

According to Hassan and Omwenga (2023) effective contract management can lead to better project outcomes by ensuring that suppliers fulfil their obligations, reducing disputes, and improving communication between project stakeholders. Contract management is a crucial component to any project management effort. Contract management offers many benefits to companies, and one of the most significant is improved compliance with legal and regulatory requirements. Contract management software can help to simplify and automate the contract creation process, ensuring that all contracts meet legal requirements and are compliant with regulatory standards (Tauqeer et al., 2022). By centralizing contract data, businesses can easily track and manage contract terms, deadlines, and obligations. This reduces the risk of non-compliance and enables businesses to respond quickly to any legal or regulatory changes that may impact their contracts. By improving compliance with legal and regulatory requirements, contract management can help companies avoid costly penalties, lawsuits, and reputation damage.

Effective procurement practices of a firm can better gauge the efficiency of its many stakeholders. Firms benefit from greater openness in procurement when it comes to demanding higher compliance with regards to costs, quality of goods/services, etc. Procurement is the procedure wherein an organization requests the provision of human services with a specified goal and a list of expected results. The term refers to the practice of contracting out the provision of services to an outside party on purpose. One of the most important functions of the procurement division is the acquisition of products, services, and/or externally produced works. People are able to acquire the amenities they desire because of service delivery, which links them with a provider that has the resources to meet their demands. In order to better meet the needs of their customers, businesses may alter the way they provide services in terms of either price or functionality.

Although, the linkage may be established between the procurement practices and public service delivery, the extent of this linkage demands an empirical analysis. This study aims at unrevealing the extent of the effects of procurement practices on public service deliver

1.2 Statement of the Problem

Sulemana (2014) claims that one of the main issues preventing Metropolitan, Municipal, and District Assemblies from managing effectively is fake procurement (MMDAs). A CDD-Ghana study conducted in 2021 revealed that the majority of Ghanaians thought the Metropolitan and Municipal District Assemblies had performed "very or pretty badly" in terms of service delivery over the preceding five years. The level to which services have been delivered in accordance with the target communities for those particular services is known as service delivery. It is a group of recommendations used to influence the development, implementation, use, and retirement of services that are offered (Wasson, 2015). The minimum standard of services that a service provider promises to provide to its customers in terms of quality, timeliness, and cost are known as service delivery standards.

By accepting the relevance of public organizations as entities created to help the public and the requirement for liability, Pasquier and Villeneuve (2018) claimed that a problem relating to the public sector becomes one for which a careful study is required. Even if resources have increased, according to Khawaja and Khalid (2022), service delivery in the public sector is still deteriorating in many emerging nations. Therefore, factors including procurement policies, sustainable procurement practices, and procurement strategy are among those that may be involved in the problem. According to Bosire et al. (2017), in order to supply services, the system of delivery must view taxpayers as consumers, necessitating the highest priority being given to individualized, efficient customer service. Thus, service delivery is a method or framework for consistently meeting the needs of the broader public.

The attitudes adopted by management, employees, and service providers must be directed at fostering good working relationships and ensuring that taxpayers and residents are treated well when getting services.

But according to Jackson and Ombui (2018), despite efforts to enhance service delivery of the procurement function by both public and private organizations in developing countries and development partners, procurement is still polluted by subpar work, subpar goods, and subpar services. There are several empirical studies on the effects of purchasing policies on service delivery in both developed and developing nations (Odero and Ayub, 2017; Manyathi, 2019; Martemyanova, 2018). For instance, Odero and Ayub (2017) looked at how public sugar manufacturing companies in Western Kenya's procurement performance was impacted by practices. Yet, knowledge about the extent to which procurement practices, i.e., procurement planning, sourcing, and contract management drive service delivery remains scanty. In addition, most of the studies such as Manyathi (2019) focused on advanced economies. Therefore, it is necessary to empirically assess if these procurement procedures have any impact on Ghana's MMDAs' ability to offer services.

1.3 Objective of the Study

The main aim of the study is to examine the influence of procurement practices on public service delivery using MMDAs in the Savannah Region of Ghana. Specifically, the study is to achieve the following objectives:

1. To examine the effect of procurement planning on service delivery among MMDAs.
2. To examine the effect of sourcing on public service delivery among MMDAs.
3. To examine the effect of contract management on service delivery among MMDAs.

1.4 Research Questions

The study is to answer the following research questions:

1. What is the effect of procurement planning on service delivery among MMDAs?
2. What is the effect of sourcing on public service delivery among MMDAs?
3. What is the effect of contract management on service delivery among MMDAs?

1.5 Significant of the Study

This study is important since, without a doubt, its main objective is to fill a gap in the empirical literature about this research subject, which will contribute to the advancement of the body of knowledge already in existence. It advances knowledge by demonstrating the degree to which procurement procedures have an impact on service delivery, in particular. It will also be essential for the public sectors in developing countries that are involved in service delivery, especially MMDAs in Ghana.

Prior research indicates that the idea has advanced significantly in terms of application and achievement in industrialized economies. Despite these developments, there aren't many studies that discuss the successes of developing economies and how they directly affect service provision. It is well known that these countries frequently use the concept. The application of this concept in emerging countries is the subject of this study because the fundamentals of the economies there and other environmental elements are unpredictable. This unique study will considerably add to the corpus of research and knowledge in the area of public procurement. Future academics will use this study as a guide when they are gathering empirical data pertinent to the electrical sector. It will also be referred to as a manual to help procurement experts, diverse organizations, policymakers, etc. make wise procurement decisions.

1.6 Overview of Methodology

The study used an explanatory research design. The study specifically employs a quantitative research strategy and relied on primary data. The population of the study included the senior

managers of MMDAs in the Northern Regions of Ghana. Respondents were sampled for the study using purposive sampling technique. In all, a sample size of the study is 200 was used. A questionnaire was relied upon to achieve the defined study objectives. A closed-ended questionnaire was utilized as the data collection tool. The data was analysed using descriptive and inferential statistics.

1.7 Scope of the Study

The focus of the study is on MMDAs in Ghana's Savannah Region. West Gonja District, Sawla Tuna Kalba District, Central Gonja District, North Gonja District, and North East Gonja District are all included in this.

In this context, the study's scope would be restricted to procurement practices on public service delivery. Specifically, the study will concentrate on three procurement practices which included procurement planning, procurement policies and sustainable procurement and how they relate to service delivery.

1.8 Limitations of the Study

This research has several limitations. These consist of; data collection and analysis, the scope of the survey, funding, and time. However, these constraints are addressed by ensuring that all data processing and sampling procedures are accurate and reliable.

Moreover, this study would be also limited to the procurement planning, sourcing practices and contract management practices therefore future studies should focus on other areas of procurement practices like sustainable procurement practices. Comparative studies between Ghana and other countries are particularly recommended.

1.9 Organisation of the Study

The research work is structured and presented in five chapters. It begins with a general introduction; the study's backdrop, the problem statement, the objectives of the study, and

research questions that must be answered at the end of the research, and the research relevance, scope, and limitations as presented in chapter one.

The second chapter contains a literature review, which discusses relevant literature that supports the work. The methodology of the research is defined in the third chapter. The section examines the research design, sampling technique, data collection technique, and analysis technique critically.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This Chapter is meant to provide an understanding of the frontiers of studies done and what remains to be covered, the techniques employed by the existing studies, among others to establish gaps in the general body of knowledge. The chapter has four main sections. Section one presents a survey of conceptual and section two is on the theoretical underpinnings of the topic. Sections three and four present a review of empirical studies that other authors have carried out on the subject matter and the conceptual framework of the study.

2.2 Conceptual Review

2.2.1 Public Service Delivery (PSD)

An example of a public service is one that the government offers to its residents directly, indirectly (via the public sector), or by subsidizing the provision of services (Aker, 2017). Including regulatory, facilitative, and collaborative functions with other stakeholders and institutions, governments at all levels play crucial roles in service delivery. Local governments are given implementation authority by national governments, which create the policy framework. Public service is any service that aims to meet the unique requirements of a community's residents as a whole (Lindgren et al., 2019).

Ostrom & Ostrom (2019) define public service as a service that the government offers to those who reside within its borders, either directly (through the public sector) or by funding the private supply of services. People who live in a government jurisdiction can access public services directly from public sector organizations or through public funding of private companies or nonprofits. Egalitarian access for all, irrespective of social or economic status or other distinctions unconnected to the need for the service, is what sets apart a successful public

service. A good public service should have five qualities, according to Aker (2017): "the service should be of high quality, should be managed and operated efficiently, should be responsive to the needs and wants of users while also being accountable to taxpayers, and, finally, it should be delivered equitably."

Public Service Delivery (PSD) is the method used by local, municipal, or federal governments to deliver public services to the general public, according to Torres and Pina (2002). Public services include things like street cleaning, garbage and sewage collection, public education, and health care. PSD is the behavioral actions frontline workers take when interacting with clients in an effort to manage, tolerate, or lessen the daily demands and conflicts they encounter from both internal and external sources (Tummers and Rocco, 2015).

PSD, as defined by Filgueiras et al. (2019), is the practice of providing these services with the intention of ensuring their accessibility to the persons and locations for which they are designed. PSD is hampered by a variety of societal requirements, aging populations, mounting economic pressure, income disparity, and unequal access to services. For instance, the failure of PSD in many poor nations is due to issues with governance, accountability, and incentives that differ depending on the setting (Marshall and Farahbakhsh, 2013). Similar to how PSD quality might vary depending on the environment, universal public service supply that aims to decrease inequality may actually have the opposite effect.

2.2.1.1 Indicators of Quality Service Delivery

The intangibility, diversity, inseparability, and transience of services make it hard to quantify their quality (Wirtz et al., 2020). As a result of these complexity, numerous models have been developed to gauge customers' opinions of a service's quality (Al-Fraihat et al., 2020). Hsu et al. (2022) propose a five-dimensional construct of perceived service quality, with 20 elements (indicators) covering both expectations and perceived service delivery, including tangibles, reliability, responsiveness, assurance, and empathy.

The first of these tools is SERVQUAL, which was proposed by Parasuraman et al. (1991) and assesses whether or not a customer's impression of a service's quality matches the customer's past expectations of that service's quality. Five pillars—tangibility, dependability, responsiveness, certainty, and empathy—form the basis of the model, which is evaluated using a set of 22 items. All other service quality instruments are based on the SERVQUAL instrument, which has received some criticism but remains the industry standard (Sureshchander et al., 2002).

While each tool has its own set of strengths and weaknesses, they all share the common goal of gauging service quality from the students' point of view. All of these measuring scales center on the customer, and in the case of higher education, the principal customers are the students who have to reply to the instruments at some point in time to ensure their validity. Every higher education institution (HEI) has its own operational concept of quality that is tied to its vision and mission, and as a result, every HEI has a unique set of quality indicators and quality evaluation methodologies. Researchers focusing on service quality in higher education must, therefore, define what measures of quality, such as MMDAs, mean for specific institutions.

2.2.2 Public Procurement

Procurement is the process by which a company acquires the resources it needs to run its day-to-day operations. This includes looking for suppliers, bargaining over prices, making purchases, completing any necessary quality checks upon delivery, and documenting the entire process. Procurement, as defined by Gupta (2019), entails the search for, negotiation of, and ultimately the purchase of commodities, services, or other works from an external source, most frequently via a tendering or competitive bidding procedure. When a government agency makes a purchase of products or services via this approach, it is considered public procurement. Public procurement is the process by which the government purchases products and services. According to Okotie and Tafamel (2021), public procurement is primarily concerned with cost

and quality in order to provide the greatest possible value to government agencies. Vällilä (2020) defines public procurement as "the method by which a public sector organization (such as a government department, agency, statutory corporation, municipal corporation, or PSU) acquires goods, works, or services."

Okotie and Tafamel (2021) argue that the expenditure of public funds should be open and accountable. Many countries, including Tanzania, Uganda, Ghana, Sierra Leone, and Nigeria, have made changes to their procurement laws and procedures to make them more open and accountable (Dza et al., 2013). However, the entities' failure to comply with these regulations has been the primary source of trouble. As an organizational objective, "compliance" is typically defined as "conformity or obedience to regulations and legislation" (Jancsics et al., 2022).

Bryson and George (2020) argue that the major objective of public procurement is to facilitate the achievement of the policies and business objective of public authorities to provide better public services to citizens. The rule of law, social justice, and political aims are also important objectives related to public procurement (Rustiarini et al., 2019). Public procurement is distinguished by its emphasis on efficiency and transparency, namely in the form of value-for-money purchases of products and services. According to Hamilton (2022), public procurement can serve as a catalyst for government policy to promote social and economic development by creating business opportunities and jobs. According to Gidigah et al. (2021), governments can use public procurement to further their socioeconomic and environmental goals, and to promote the economic empowerment of historically underrepresented groups like women, minorities, and the disabled.

By bolstering the competitiveness of industrial sectors and shielding national/local companies from international competition, governments have used public procurement to reduce the cost

of providing residents with essential services. To expand their public procurement market or to create an advantageous position for local firms is a choice emerging economies must make (Cezarino et al., 219). Preferential conditions, such as a preferential pricing margin or a domestic content requirement, are included in regulations that support local industry through public procurement. If the price difference between a bid from a local supplier and an offer from a foreign source is less than the preferential price margin, the local bid wins.

2.3 Procurement Practices

According to Hutt and Speh (2021), the process by which the government acquires the goods and services it requires by purchasing from commercial businesses is known as government procurement. In addition to ensuring that corporate operations operate effectively, effective procurement management also helps businesses save money, time, and resources. In order for projects and processes to run properly, procurement management makes sure that all goods and services are bought in the right way.

In earlier investigations, a number of procurement practices that affect service delivery were discovered. However, it was determined that the three elements shown below—procurement policy, procurement planning, and sustainable procurement practices—have a major impact on the provision of services in the public sector.

2.3.1 Procurement Planning

Planning for acquisitions is done in tandem with planning for programs and services (Liu and Wang, 2020). Procurement is based on the premise that organizations can save money, improve efficiency, and get more for their money by planning ahead, arranging purchases in bulk, and making larger purchases. Procurement planning allows decision-makers to see if their expectations are reasonable, especially those of requesting entities, which often demand that their needs be met with less lead time and in a shorter time frame than the corresponding procurement method permits (Anane et al., 2019).

Planning for procurement is an essential part of the procurement process, which can strengthen public sector organizations and improve service delivery (Alhola et al., 2019). When it comes to public organizations, Liu and Wang (2020) note that better procurement planning leads to more efficient and effective service delivery. Anane et al. (2019) remark that proper service delivery can be guaranteed by careful procurement planning. Employees in a comprehensive procurement system should have had adequate education, training, and experience to perform the duties required of them.

Procurement planning's significance in enabling efficient and effective service delivery in public sector organizations is widely accepted in both developed and developing countries, as argued by Basheka (2009). According to Mutoro (2018), the proper service is supplied to the public and the maximum level of service provision is accomplished within the local Supporting People because of careful procurement planning. Before making their procurement notices public to potential suppliers of goods, works, and services, Procuring Entities can benefit from a procurement plan that helps them maximize the value of their expenditures on services to be delivered and allows them to identify and address all relevant issues pertaining to a specific procurement.

Roodhooft and Abbeele (2006) state that governments are and have always been major spenders. According to Mutoro (2018), public spending makes up 18.42% of GDP worldwide. As a growing share of overall expenditure, public procurement is being seen as increasingly important in service delivery in developing nations (Basheka and Bisangabasaija, 2010).

2.3.2 Sourcing

Sourcing is the practice of finding, vetting, and managing vendors who supply goods and services essential to a company's day-to-day operations (Kinra et al., 2020). Research, strategy development and implementation, the establishment of quality and quantity indicators, and the

final selection of suppliers who meet these demands all fall under the purview of the sourcing process.

Taherdoost and Brard (2019) define sourcing as the procedure through which items and services are obtained by analyzing market conditions and deciding which vendors to work with to meet those demands. Simply said, sourcing is the process of identifying and cultivating potential suppliers for a company's goods. Achieving savings and the best value for products and services at a price point and under conditions that provide the necessary margin to positively impact a business's bottom line is the goal of sourcing, according to Schiele (2019). Tactically and strategically, sourcing is employed to get an edge over the competition through a bidding procedure. The objective is to find the most ideal suppliers at the lowest possible cost in order to provide unique value.

Procurement of goods or services is often the initial step in a company's supply chain, according to Taherdoost and Brard (2019). When sourcing, it's important to strike a balance between the quality and cost of the raw materials needed and the finished product. Most purchasing departments work to maximize profits by cutting expenses. When looking for a reliable vendor, it's important to find one that can provide top-notch goods and services while yet allowing for adequate profit margins. Sourcing is an integral part of procurement management. To really make a purchase, however, one must first... Discover prospective vendors, and then introduce a rigorous screening system (Schiele, 2019).

This ensures that no mistakes are made throughout the sourcing process, which could be costly if corrected later. Although most corporate leaders only see the benefits of strategic sourcing for cost reduction, in today's competitive market, notable organizations have begun to look at delivering value while not discounting cost and waste reduction. The procurement subprocess of sourcing must be finished before any purchases can be made. Sourcing ensures the lowest

possible purchase price by developing supplier networks that provide the most substantial value.

2.3.3 Contract Management

Contract management, as defined by Loch (2017), entails overseeing the creation, implementation, and evaluation of contracts. The purpose of this method is to improve a company's operational and financial results while decreasing its exposure to risk. There is increasing demand on businesses to reduce costs without sacrificing output. The fact that managing contracts takes a substantial amount of time highlights the importance of a streamlined and automated contract management system.

Contract management refers to the practice of supervising legally binding agreements from inception to completion (Nawari and Ravindran, 2019). Tasks at each step may be administrative or strategic, depending on the person in charge. Businesses can reap the most benefits from their contracts with careful management.

Contract management is the practice of electronically storing and tracking agreements with customers, vendors, and employees (Nayal et al., 2022). By automating the processes of creating, managing, sharing, and archiving business contracts, the in-house legal department and its business users should be able to better leverage contracts as a source of business intelligence. In addition, there is the potential for monetary gain, time savings, and new understandings.

Management of legal documents that include contracts is referred to as "contract management" (Brown et al., 2017). In other words, it's the method through which you continue doing business with the provider of your choosing. Procuring goods and services and making sure that vendors and buyers will live up to their end of the bargain is an ongoing activity. One component of

managing contracts is ensuring that all terms and conditions are met by both parties. It also includes provisions for documenting and ratifying any agreements reached by the parties.

According to Ahmadabadi and Heravi (2019), proper contract management is essential for a smooth procurement procedure. Together, the purchase order and the list of approved vendors provide the foundation for future business relationships. Contract management is often overlooked by upper management despite its importance to a company's bottom line. Moreover, it is rarely discussed within the company's stakeholder community. Contract management is essential because it creates, executes, and analyzes the contract to improve financial and operational performance. Therefore, there is a greater need for the company to reduce costs and increase output.

2.4 Theoretical Review

This section discusses the theoretical insights that are important for this analysis of public financial management. Resource-Dependence and Fiscal Decentralization theories have been selected because they best fit this study.

2.4.1 Resource-Dependence theory

Gaffney et al. (2013) Resource Dependence theory argue that all organizations rely on their environmental resources. According to Schiele et al. (2015) denoted it is the Study of how organizations ' external resources influence the organization's behavior. Markley and Davis (2007) also indicated that it is more important to provide, distribute, fund, and compete with a corporation than external organizations. While management decisions have greater personal significance than non-executive decisions, ultimately they have more organizational effect. Managers across the business recognize that their success is related to customer demand. When customer demand rises, managers ' careers thrive (Bakker et al., 2010). Customers are therefore

the ultimate source of businesses. Although it seems evident from a benefit point of view, in fact, it is the corporate motivation that makes consumers treated as a resource.

As there are other resources available to organizations within the environment. This theory suggests that the owners of these resources may exercise power and control over resource-intensive organizations. In a study by Floyd and Matthew (2013), they indicated that the theory of resource dependency focuses on the role that assemblies play in supplying or securing district resources via their external links. The district's growth and development depend largely on the amount of available capital. This theory is based on a couple of simple concepts.

Fridell (2007) denoted that the theory of resource dependence gives assemblies a framework for comparing different approaches, emphasizing the expense of short-term planning as well as the long-term opportunities for district growth and development. Nevertheless, Aragón and Rud, (2013) Suggest that the district cannot succeed if it cannot guarantee the continued availability of services that are vital to its growth.

Popp et al (2006) established significant, Consistent positive ties between the community growth and the current district resource level, interaction with key resource suppliers, and district climate stability. With this in mind, concerted efforts are being made to ensure the availability of the resources necessary for the district's growth and development. Assemblies should have capital and power, take their environment into account and negotiate and leverage opportunities with appropriate resources (Tallberg, 2006).

2.4.2 Fiscal Decentralization Theory

According to Baltaci and Yilmaz (2006), more than 85 countries across the globe have been engaged in fiscal decentralization campaigns to efficiently implement changes in the public sector over the last two decades. Fiscal decentralization is becoming increasingly a popular strategy to improve the efficiency, efficiency, and transparency of the public sector. Dubois and Fattore (2009) did indicate that Decentralization has different scopes, political,

administrative, and fiscal scopes. The features, goals, and conditions of performance in each dimension are distinctive. In general, the political aspect relates to the transition of authority from central to local authorities, the transfer of duties from central to local authorities and to the financial relationship between all government levels, and the fiscal component. However, although it is possible that all these aspects of decentralization occur simultaneously in one case, in another it is equally likely that a country may be decentralized in one or two respects, while in others it may be less so (Fan et al., 2009).

Fiscal decentralization according to Ebel and Yilmaz (2002) relates to the aspect of the intergovernmental affair of public finances. It deals specifically with the reform of the structure of expenditure functions and the transition of revenue sources from central to sub-national governments. Assefa (2015) said this is a core aspect of any system of decentralization, without sufficient fiscal empowerment, sub-national government autonomy cannot be substantiated and the full potential of decentralization cannot be realized in this way.

Martinez-Vazquez and McNab (2003) but the impact of fiscal decentralization—its influence on public service performance, equity, and macroeconomic stability—is highly dependent on the specifics of the case. The principal challenge is to choose the degree and form of decentralization that best suits the country's circumstances. In the end, decentralization is a political decision, not a technological one, the national debate on fiscal decentralization should be as wide as possible, preferably including all parties that see the pros and cons of decentralization (Atzori, 2015). According to Luttrell et al. (2014), the debate must be led by the government, and a key institutional player within the government must be able to create the coalition needed to enforce the reform. A successful strategy for decentralization should be detailed, covering the political, financial, and fiscal aspects.

2.5 Empirical Review

2.5.1 Procurement Planning and Service Delivery

Service delivery is affected by procurement strategy (Anane et al., 2019). Key slogans for better service were created by Johan (2006). According to Johan (2006), service providers who don't make advance preparations for meeting customer needs often fall short. Procurement planning, as outlined by Basheka (2004), is one of the most important aspects of procurement due to its potential impact on the efficiency and effectiveness of government operations and the quality of services provided to the public. In municipal governments, this job begins the full service acquisition and procurement procedure.

Anane et al.'s (2019) research set out to answer the question, "How does procurement policy, procurement planning, and sustainable procurement affect the delivery of services?" The study opted for a quantitative methodology and an explanatory layout to better understand the topic at hand. The study's intended participants were members of the management and staff of the Volta River Authority. An organized questionnaire was employed for primary data collection. The latest version of SPSS was utilized to analyze the study's data.

Procurement Policy, Procurement Planning, and Sustainable Procurement were found to account for 73.6% of the observed variation in service provision. According to the research, Procurement Policy is a key factor in determining service delivery, and a shift of only one unit in procurement policy can affect service delivery. Since procurement is a major factor in determining service delivery, a shift of only 2.7% in procurement planning shifts service delivery by the same amount. When it comes to providing services, sustainable procurement is a key factor.

Transparency, probity, competitiveness, and true value for money are all examples of "policies" in Sollish and Semanik's (2007) terminology. The absence of both empirical and theoretical research into public procurement policy supports this conclusion.

Procurement efficiency or inefficiency is a direct result of the laws and regulations that regulate the public procurement system, as stated by Thai (2004). Buying goods and services for the public sector is always a highly political endeavor. Schapper et al. (2006) argue that dishonesty is on the rise because prominent public figures exploit their positions for private benefit. In addition, a study by Pillay (2004) found that political influences have a significant character in public sector reform, and one of the main obstacles to the efficiency of the procurement system is ministerial nosiness with the tender process, where ministers intervene and influence contract awards.

Using the local government and municipal of Lira District as a case study, Basheka's (2009) study sought to assess the connection between strategic procurement planning and efficient service delivery in Uganda's local government procurement system. Quantitative and qualitative approaches were used in the investigation. One hundred and thirty samples were used (with a response rate of 90.77 percent) from a population of one hundred and seventy district employees. Cluster sampling was used to select study samples, with both random and purposeful sampling being employed at the cluster level.

Information was gathered through the use of structured questionnaires. Quantitative information was examined using SPSS. The research shows a positive, robust, and statistically significant connection between procurement planning and service provision.

2.5.2 Sourcing and Public Service Delivery

The goal of Rujumba's (2015) research was to determine whether supplier sourcing and the quality of public sector services are related. Both primary and secondary data were used in the

study, with questionnaires and observations providing the majority of the primary data. In the qualitative examination, a descriptive research approach was employed. The sample size, as computed by Solvein's formula, was 44 members of the target group. The researcher's two major challenges were time and financial constraints.

The results showed that there is a strong correlation between supplier sourcing and service delivery in the public sector, which the researcher discovered. The researcher concluded by making the suggestions listed below in light of the data. Given that 50 of the respondents concurred that the district was having issues due to its limited access to supplier information, contracts should be made to ensure that the supplier's information is kept completely confidential. Ninety percent of respondents agreed that many public sector organizations lack the motivation to engage in supplier sourcing.

Mutembei (2019) study sought to determine how strategic procurement strategies affected the provision of services in the ministry of national treasury and planning. Contract management, staff competency, procurement planning, and resource allocation were the procurement practices that were the subject of this study. On the other side, service delivery was used as a dependent variable in the study. Additionally, the empirical literature on the topics and study settings was offered. The study used a descriptive research methodology. All 1,360 of the ministry of national treasury and planning's suppliers made up the study's target population, from which a sample size of 136 was taken. The core data for this quantitative investigation was gathered via a questionnaire. During the data analysis stage, descriptive and inferential statistics were used.

The results of this study showed that contract management, personnel competency, and resource allocation have a favourable impact on service delivery. On the other side, it was discovered that service delivery was not greatly impacted by procurement planning procedures.

In order to assure proper service delivery, the study advised management of procurement organizations to create and follow realistic and practical policies and guidelines. On the basis of qualifications, merits, experiences, and personal capabilities, procurement firms should hire qualified personnel. Institutions should devote sufficient funds to sustainability in order to pursue their goals and objectives.

Sebola et al. (2016) article investigate procurement process compliance and its impact on public-sector service delivery. In recent years, there has been a great deal of discussion about noncompliance in public procurement. This conceptual article investigates deviant human behavior in relation to procurement compliance.

The fundamental emphasis of the study is human deviant behavior, which has been the subject of several theories. However, the essay will concentrate on social bond theory because of how well it fits with the study. The essay claims that only adherence to procurement regulations will guarantee service delivery in South African public services.

2.5.3 Contract Management and Service Delivery

The primary purpose of Agwot's (2018) research was to analyze the relationship between contract management and service delivery in Serere District Local Government in Uganda. The study combined quantitative and qualitative approaches through the use of a case study and a correlational research layout. We utilized SPSS Version 20 to analyze quantitative data, and then we used the resulting descriptive statistics to understand the data, and we used correlation and regression to test and predict our hypotheses. Content analysis was used to examine qualitative data and classify it into overarching themes, sub-themes, and categories that helped establish the importance of each piece of information.

The study's author concludes that relationship management and contract administration are less crucial to successful contract management than delivery management, which accounts for 28.3

percent of the variance in service delivery in Uganda Local Governments. The top political, administrative, and policymakers in Uganda get guidance on the importance of procurement planning and other contract administration elements that are the backbone of effective service delivery.

Masuka's (2019) research aimed to examine the interrelationships between relationship management, contract governance, and monitoring in order to better understand how they impact service delivery at Nampunge Community Primary School. Both quantitative and qualitative techniques were used in the study to provide a descriptive account of the phenomenon under investigation. From the total of 36 responses, a random sample of 30 were chosen to fill out the study. The information was collected via a questionnaire and structured interviews. The study found that contract governance was a more significant predictor of service delivery than contract monitoring.

The study found that the provision of physical infrastructure for education and the distribution of scholastic materials were crucial to the success of contract governance structures and the provision of primary education. There should also be an attempt to define historical contractor performance indicators, collect data relevant to the stated performance expectations, report on the results, and take corrective action based on contractor performance reports. Establishing methods of communication and establishing norms and practices for working together in collaboration are also essential for providing services.

Given that the public procurement authority has reported low compliance levels with regard to contract management, Oluka and Basheka's (2014) study aims to examine the factors that contribute to, and limit, effective contract management and the effects this has on service delivery. There is a lack of hard data in this area. The information was collected through a one-way survey.

Significant predictors of effective contract management included the presence of clear process definitions, the existence of contract management plans, appropriate techniques for capturing key lessons from the contract management process, accurate definitions of roles, and an experienced contract manager. The absence of political will to monitor contracts, limited capability, and a lack of integrity were identified as the primary roadblocks. These findings offer a solid foundation upon which to build better policies and more effective solutions to this pressing problem in Uganda.

2.6 Research Gap

There is little research on procurement concerns as practices that affect or influence the provision of high-quality services for the people in the local communities when it comes to the study of service delivery in the public sector. The examination of the literature revealed that Ghana has little research on procurement and service delivery at the local government level. This study's purpose is to close this gap in the literature.

2.7 Conceptual Framework and

This section presents the conceptual framework for this study. As the present literature demonstrates many factors that affect the assessment of public procurement practices and service delivery. The practice adopted for the study is shown in Figure 2.1:

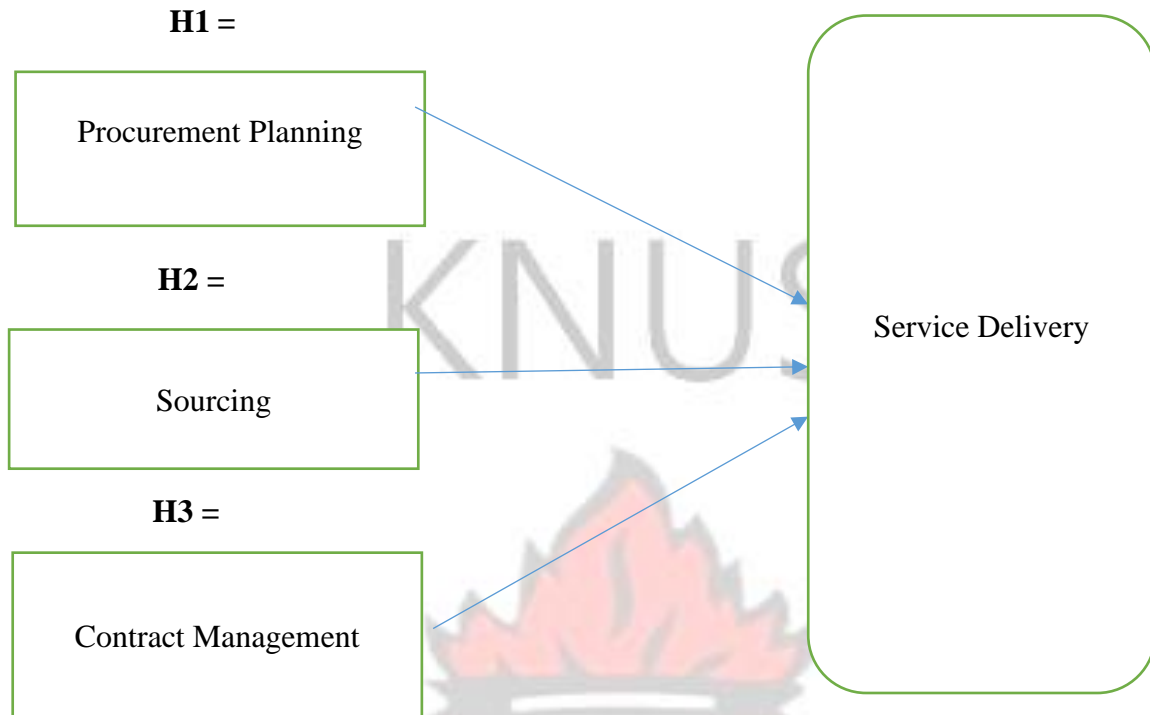


Figure 2.1: Conceptual Framework

Source: Author's Construction (2022).

The model shows that the independent variable is Procurement Practices and service delivery as the dependent variable. The dimension of Procurement Practices is classified as procurement planning, sourcing and contract management. Many of the roles allocated to and supported by public meetings include the building of highways, markets, health centres, drainage services, truck parks, building schools, etc. Therefore, this study seeks to examine the effects of procurement practices on public service delivery among Metropolitan, Municipal, and District Assemblies (MMDAs).

2.8 Hypothesis Formulation

2.8.1 Procurement Planning

While cost optimisation and risk avoidance are important in procurement, faster processing of services and deliverables is also important. The supply and demand ratio, as well as the necessity for optimised procurement processes, rise as an organisation expands. Metobo (2016) found that a unit change in procurement planning will result in 2.7% change in service delivery.

Oluka and Basheka (2014) asserted that typical procurement purpose is to avoid delivery delays, both to the organisation and to the client. By analyzing the entire procurement process, including the purchase of materials, creation of goods, stocking, evaluation of client orders, assessment of client orders, packaging, and delivery, procurement managers can identify and examine any bottlenecks that can be optimized and avoided. Anane et al. (2019) argued that procurement has established itself as an important factor in the growth of an organisation. It may undoubtedly assist accomplish the desired corporate objectives by emphasising planning. Therefore, this study hypothesis that:

***H1:** procurement planning has significant and positive influence on service delivery among MMDAs?*

2.8.2 Sourcing

According to Van Weele (2010), outsourcing may be done for tactical or strategic reasons. The reduction of control and operating costs, the release of internal resources, the receipt of a substantial financial infusion, the improvement of performance, and the ability to deal with out-of-control chores are examples of tactical reasons. To accomplish an organization's strategic and commercial goals, procurement is carried out through proactive planning, identification, sourcing, contracting, and contract management. According to Maloba (2015), government institutions used sourcing to strengthen their internal capacity and meet their goals for increased skilled capacity and enhanced service delivery. The Maloba (2015) study found that government organizations were already making good use of sourcing to enhance service delivery. Consequently, this study's hypothesis is:

***H2:** sourcing has significant and positive influence on public service delivery among MMDAs?*

2.8.3 Contract Management

Contract management is a critical procedure that assists organizations in negotiating and managing the terms of a contract between two or more parties (Moore, 2014). Contract management entails establishing clear expectations for what each party will produce and ensuring that both parties maintain their half of the bargain. Oluka and Basheka (2014) asserted that contract management ensures that the borrower's contractors, suppliers, or consultants adhere to agreed-upon project requirements and completion dates. It also tries to manage essential modifications through contract variants, handle claims or disputes, and close off the contract in a timely way. Contract Management encompasses the complete process of developing, executing, and monitoring contracts between a company and its service providers. Contract management is critical for managing risks, maintaining compliance, and ensuring a smooth flow of operations. Therefore, this study hypothesizes that:

H3: Contract management has significant and positive influence service delivery among MMDAs?

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The research's methodology is presented in this chapter. It includes the study population, sampling frame and size, the kind and source of the data to be collected, sampling methodology, and the methods utilised for data analysis and presentation.

3.2 Research Design

Explanatory research designs were used in the study. The study specifically uses a cross-sectional survey design for quantitative research. Quantitative research is a method of gathering and analysing data that focuses on measurements. It employs an approach emphasizing the testing of theories based on positivist philosophies. In research design ended questions are preferred, where respondents are provided with a predefined list of answers rather than giving lengthy open ended responses. This design enables research to be more efficient compared to using style open ended questions.

3.3 Population of the Study

A population, in the words of Kiama (2014), is the whole set of instances from which a sample will be taken. The MMDAs in the Northern Regions made up the study's population. Specifically, the population comprised senior officers that are directly linked with the procurement and service delivery in their assemblies.

3.4 Sample Size

Since the population is large, the respondents were sampled for the study using Slovin's formula. According to Oribhabor and Anyanwu (2019), Slovin's formula is used to calculate the sample size required to sample a population and achieve a particular confidence interval.

The following is Slovin's Formula, which will be used by the researcher: The formula for n, where n is the sample size, N is the population size, and e is the margin of error that the researcher will choose, is: $n = N / (1 + Ne^2)$.

Therefore, N = 300, e = 0.05 (0.95 confidence level).

$$\frac{261}{1 + 261(0.05)^2}$$

$$= 162$$

Therefore, the sample size of the study is 162, Susant et al. (2019) the use of sample size calculation directly influences research findings. However, to make room for missing data and non-responses, 200 respondents were sampled.

3.5 Sampling Technique

Purposive sampling, a probability sampling technique, was used as the sampling technique in this study. Purposive sampling, according to Oribhabor and Anyanwu (2019), is helpful when you want to make sure that particular features are fairly represented in the sample.

After dividing the population into assemblies, respondents were chosen at random from each assembly. Purposive's key advantage is that it concentrates on those who can accurately supply pertinent information (Oribhabor and Anyanwu, 2019).

3.6 Data Collection

With the aid of the research collection tools, the researcher was able to get pertinent data from respondents. The primary source of data for the study came from questionnaires. Questionnaires was the instrument utilized to collect data for the study. To fulfill the stated study objectives, a questionnaire is developed. The closed-ended questionnaire was used in this study.

The questionnaire asked for details about the respondent's gender, age, work, and education level. The research's constructs, the number of items used to measure them, and the literary source of the items gathered are all documented in Table 3.1.

Table 3.1: Measurement of Variables

S/N	Variable	No. of Items	Source	Measurement
Dependent				
1	Service Delivery	10	Awanyo, 2019.	5-likert Scale
Independent				
2	Procurement Planning	10	Manyathi, 2019.	5-likert Scale
3	Sourcing	5	Rujumba (2015)	5-likert Scale
4	Contract Management	5	Rujumba (2015)	5-likert Scale

Source: Author's Construction (2022).

3.7 Data Analysis

Data analysis is the process of separating data into its component parts and determining how they relate to one another (Saunders et al., 2007). The data was collected, edited, coded, and analyzed using SPSS version 23. An entirely quantitative approach was employed to assess the data. Both descriptive and inferential statistics were used. The properties of the data were presented using descriptive statistics. The effects of obstacles, internal and external factors, and compliance with sustainable procurement methods were examined using regression analysis.

3.8 Validity and Reliability

Validity is the degree to which a test measures what we actually want it to. Reliability refers to a measurement technique's accuracy and precision (Cooper and Schindler, 2012). The measurement's validity and reliability were properly tested in order to validate the results. The

questionnaires were pilot-tested to ascertain their potential efficacy in addition to developing items based on a literature review.

The field staff received training on how to efficiently give questionnaires for this kind of study. With the use of the Cronbach's alpha statistical method, the internal consistency of each research construct was evaluated. Cronbach's alpha is a measure of internal consistency, or how closely linked a group of things is and it is regarded as a scale reliability metric (Vaske et al., 2017).

3.9 Ethical Consideration

The rule of conduct controlling the researcher's actions is a part of business research ethics. The researcher took many measures to make sure that the report reflects appropriate ethical behavior. Before starting the research project, the researcher was aware of the roots and traditions of research ethics. In order to protect both human and non-human subjects, the researcher tried to adhere to the standards and procedures in place.

First, the researcher made sure that informed consent and willing engagement. The companies in question and the responders who offered accurate information requested confirmation. A letter asking for permission to do research was forwarded.

Second, the researcher made sure that participants respected their identity, secrecy, and right to privacy. All responders have been informed that the data they have been given will be kept private and used only for academic purposes. No firm can be discovered in this report because the study's conclusions were disclosed in secrecy. In the end, the researcher made every effort to continue being open, considerate, and understanding of each subject.

CHAPTER FOUR

RESULTS PRESENTATION AND DISCUSSIONS OF FINDINGS

4.1 Introduction

This chapter presents and analyses data. It begins with the analysis of the demographic data of respondents and the characteristics of their firms. The chapter ends with a discussion of the results.

4.2 Demographic Information

To understand the background characteristics of the respondents, their demographic information is inquired. The Firm Background inquired about are years of existence, the number of employees and the gender of the head of the procurement unit. In the case of respondents' background their gender, age, working experience, educational level and managerial level the respondents are presented in Table 4.1 using frequency and percentage.

4.2.1 Firm Background

In respect of the years the organisation existed, it was revealed that those respondents that have been working in the assembly existed for below 20 years were 15 representing 9% and those in the organisation existed for more than 30 years 147 which is 91%. None of the respondents works in a firm that has existed for 20 - 30 years. This implies the majority of the respondents were working in firms that for more than 30 years

In the case of the number of employees, it was revealed that those working in MMDAs with employees below 50 were 39 (24%), those in firms with 50 – 60 employees were 69 (43%), and those with above 60 employees were 53 (33%). This result indicates that the majority of the respondents are from a firm that has 50 – 60 employees.

Table 4.1: Demographic Information

Particulars	Freq.	Per cent
FIRM BACKGROUND		
<i>Years firm Existed</i>		
below 20 years	15	9%
20 - 30 years	0	0%
above 30 years	147	91%
Total	162	100%
<i>Employees</i>		
below 50 employees	39	24%
50 – 60 employees	69	43%
above 60 employees	53	33%
Total	162	100%
<i>Gender of Head</i>		
Male	46	29%
Female	116	71%
Total	162	100%
RESPONDENT'S BACKGROUND		
<i>Gender</i>		
Female	70	43%
Male	92	57%
Total	162	100%
<i>Age</i>		
20 to 29	36	22%
30 to 40	68	42%
40 to 49	42	26%
50 or more	16	10%
Total	162	100%
<i>Education Level</i>		
Secondary school or related Certificate	19	12%
diploma/HND	42	26%
1 st Degree	73	45%
2 nd Degree or more	28	17%
Total	162	100%
<i>Working Experience</i>		
0-5 years	47	29%
6-10 years	49	30%
Above 10 years	66	41%
Total	162	100%

Source: Field Work (2023).

In terms of the gender of heads of the procurement of the assembly, 46 of the respondent which is 29% has female heads and the rest of 116 (71%) has male heads. This implies that the majority of the respondents had males as the head of their procurement.

4.2.2 Respondent's Background

The gender of the respondents was inquired, and it was revealed that the majority of the respondents were male, as it was revealed that males were 92 (57%) and those that were female were 70 (43%).

In the case of the age of the respondents, it was revealed that those between 20 and 29 years were 36 (22%), those between 30 and 40 years were 68 (42%), also those between 40 and 49 years were 42 (26%) and those 50 or above years were 16 (10%). This implies the majority of the respondents are between the ages of 30 and 40 years.

In respect of the respondent's education level, those with education up to secondary school or related Certificate were 19 (12%), those with diploma/HND were 42 (26%), those with 1st degree were 73 (45%) and those with 2nd degree or more were 28 (17%). This implies the majority of the respondents are 1st degree-holders.

In respect of working experience, it was found that the respondents with 0-5 years of working experience were 47 (29%), those between 6-10 years were 49 (30%) and those above 10 years were 66 (41%). This implies the majority of the respondents had more than 10 years of working experience.

4.3 Validity and Reliability

In this section of the study, the validity and reliability analysis—which includes the Cronbach alpha test and exploratory factor analysis—is described.

4.3.1 Reliability Test

The reliability test is performed in SPSS using Cronbach Alpha, and the results are shown in Table 4.2. The reliability analysis is performed to determine whether or not the items are internally consistent, and it is a commonly used method to determine whether or not a Likert scale questionnaire is reliable.

Table 4.2: Reliability Test

S/N	Variables	N of Items	Cronbach's Alpha
1	Sourcing	7	0.882
2	Procurement Planning	6	0.771
3	Contract Management	4	0.878
4	Service Delivery	10	0.814

Source: Field Work (2023).

The goods are subjected to a reliability analysis to determine their internal dependability. This is a typical method for affecting a Likert scale's reliability (Laerd Statistics, 2016). As indicated in Table 4.2, the independent variable, Service Delivery, consists of a total of 10 elements. According to Hair et al. (2010), the reliability analysis shows a Cronbach's alpha of 0.814, which is a high number. They state that a test is reliable when $P > 0.8$ and unreliable when $P < 0.6$.

According to the aforementioned general rule of thumb, a Cronbach's alpha of 0.882, 0.771, or 0.878 for each of the three independent variables — sourcing, procurement strategy, and contract management — indicates reliability.

4.3.2 Exploratory Factor Analysis

A method of data reduction is factor analysis. To achieve this, one searches for latent (unobservable) factors that are mirrored in seen variables (manifest variables). Table 4.3 displays the findings of the exploratory factor analysis that was conducted for the study.

Table 4.3: Exploratory Factor Analysis Results

	Variable/ Statement	C	TVE
	<i>Sourcing [KMO= 0.836, X2 (df)=912.376 (105), P= 0.000</i>		70%
1	Identifying important sources of supply	0.56	
2	Developing comprehensive tender documents	0.79	
3	Inviting potentially relevant suppliers	0.57	
4	Evaluating and selecting suppliers	0.67	
5	Developing comprehensive contract documents	0.55	
6	Negotiating contract terms for value	0.91	
7	Awarding contracts timely	0.85	
	<i>Procurement [KMO= 0.770, X2 (df)= 740.22 (45), P= 0.000</i>		74%
1	Identifying relevant procurement needs	0.87	
2	Translating procurement needs into contract specifications	0.87	
3	Developing procurement plan for specific procurement items	0.53	
4	Procuring based on needs identification initiated by user departments.	0.62	
5	Developing budgets for various procurement needs.	0.88	
6	Approval of procurement plan by the appropriate approving authorities.	0.66	
	<i>Contract [KMO= 0.624, X2 (df)= 1393.14(45), P= 0.000</i>		79%
1	managing relationships with key suppliers to ensure compliance	0.78	
2	expediting/monitoring suppliers' delivery schedules and obligations	0.89	
3	reviewing/modifying contracts to meet changing needs	0.80	
4	processing payments to suppliers	0.70	
	<i>Service [KMO= 0.824, X2 (df)= 893.14(35), P= 0.000</i>		70%
1	We provide services as planned/promised	0.74	
2	We keep citizens informed about when services will be performed	0.56	
3	Our staffs know about answering citizen's questions	0.83	
4	We understand the need of the people we serve	0.88	
5	We use modern equipment in delivering services	0.60	
6	Services are delivered to the public on time as required	0.66	
7	Accessing our services is always fast	0.61	
8	Our suppliers deliver what we need on time	0.78	
9	There are fewer delays in communicating our services to the public	0.78	
10	Our suppliers' respect and follow our service delivery schedule	0.58	

Note: C=Communalities and TVE= Total Variance Explained

Source: Field Work (2023).

Confirmatory factor analysis is used to check whether the items accurately reflect these underlying constructs. Assessing how well the data adheres to the anticipated structure is part of this process. The study will give empirical data through factor analysis to verify that the items accurately reflect the constructs. Any item(s) deemed unsuitable for the study will be removed. The community value, which determines whether to include or exclude a variable in the factor analysis, depends on the fitness.

The Kaiser-Meyer-Olkin (KMO) and Bartlett's tests of sphericity are used in the study. The KMO measure of sampling adequacy is a test to determine whether factor analysis should be used to the given data set. The population correlation matrix's variables can either be correlated or uncorrelated using Bartlett's test of sphericity. The importance of the correlation matrix can be ascertained with the help of this method. The KMO test helps determine whether variable factor analyses are reliable. Since factor analysis always yields factors, the goal is to provide a negligible degree of correlation among a group of variables to demonstrate the objectivity of the factor structure that results. These results are shown in Table 4.3.

KMO test values are 0.836, 0.770, 0.624, and 0.824 for sourcing, procurement planning, contract management and service delivery respectively. The KMO score can be interpreted as acceptable if it is greater than 0.50 and better if it is greater than 0.70 (Field, 2009). The significance means factor analysis is suitable.

Table 4.3 is also providing the communalities values for each question item the total variance explained for each construct and the variable financial literacy. It has been suggested that communalities between 0.25 and 0.4 serve as a reasonable cut-off value, with communalities of 0.7 or above serving as ideal values. In general, the model fits the remaining items better the tougher these cut-off values are.

The number of elements that should be in the model in order to offer statistical support for it is determined in this study using three standard criteria. Also, the study whether the communalities values are above the threshold of 40% and whether the total variance explained percentages are above the 60% threshold. These values indicate the sampling is adequate for the study.

As expected, the result of the factor analysis reveals that the items under the four constructs are satisfactory and none of the items is dropped from the study. Also, all the two variables' total variance explained is above the threshold of 60%. The explained value for sourcing is 70%, procurement planning is 74%, contract management is 79% and service delivery is 70%, this implies the latent variable tax behaviour is explained by 73%.

These findings suggest that the research tool employed in the study is adequate. These studies are thought to be a more reliable instrument because they used high sample sizes of 162 respondents. As a result, the analysis of the study's components that are based on historical data will remain unchanged. However, based on the previously mentioned Cronbach's alpha, this instrument appears to be internally consistent. Furthermore, cross-loaders are not displayed. As a result, it is regarded as a trustworthy instrument.

4.4 Correlation Matrix

Table 4.4 displays the variables' correlations. The values in this instance of Pearson's Correlation serve as a representation of the correlations. The stars represent the relevance level. The results demonstrate that the variables are related. The firm background variables are used as control variables which include

The study found that tax compliance has a negative correlation with years (-0.563), employees (-0.269), gender (-0.406), sourcing (-0.143), planning (-0.190), and management (-0.302). It is revealed that all the variables correlate with each.

Table 4.4: Correlation Matrix

		1	2	3	4	5	6	7
1. Years	Pearson Correlation	1.00						
	Sig. (2-tailed)							
	N	162						
2. Employees	Pearson Correlation	.792**	1.00					
	Sig. (2-tailed)	0.00						
	N	162.00	162.00					
3. Gender	Pearson Correlation	.621**	.466**	1.00				
	Sig. (2-tailed)	0.00	0.00					
	N	162.00	162	162				
4. Sourcing	Pearson Correlation	.673**	.688**	.487**	1.00			
	Sig. (2-tailed)	0.00	0.000	0.000				
	N	162.00	162	162	162			
5. Planning	Pearson Correlation	.606**	.596**	.371**	.691**	1.00		
	Sig. (2-tailed)	0.00	0.000	0.000	0.000			
	N	162.00	162	162	162	162		
6. Management	Pearson Correlation	.620**	.652**	.328**	.267**	.400**	1.00	
	Sig. (2-tailed)	0.00	0.000	0.000	0.000	0.000		
	N	162	162	162	162	162	162.00	
7. Service	Pearson Correlation	-.563**	-.269**	-.406**	-.143**	-.190**	-.302**	1.00
	Sig. (2-tailed)	0.00	0.00	0.00	0.01	0.00	0.00	
	N	162	162	162	162	162	162	162

** Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey (2023).

4.5 Regression Analysis

Regression analysis was used to accomplish the goals of the study. The relationship between the independent and dependent variables is established using multiple regression analysis. This analysis's objective is to ascertain the result of the response variable. Modeling the correlation between explanation and response variables is the aim of this process.

The model summary in Table 4.5, which displays the model's degree of association with the dependent variable, is what the study first looks at. The linear link between the dependent variable's observed and anticipated values is indicated by the multiple correlation coefficient, or R.

Table 4.5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.800 ^a	.640	.631	.21598

a. Predictors: (Constant), Years, Employees, Gender, Sourcing, Planning, and Management

Source: Field Work (2023).

The squared value of the multiple correlation coefficient, also known as the R Square or coefficient of determination, is displayed in Table 4.8. The model explains 64.000% of the variation in investment decisions, which is a reasonable amount; the remaining 36% is due to statistical mistakes.

The ANOVA findings are shown in Table 4.6, and they are used to show how well the regression equation fits the research data.

Table 4.6: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.373	4	3.562	76.367	.000 ^b
	Residual	12.035	157	.047		
	Total	33.407	161			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Years, Employees, Gender, Sourcing, Planning, and Management

Source: Field Work (2023).

The ANOVA showed a p-value of 0.000, which is below the theoretical level of 0.05 and shows that the regression model significantly and accurately predicts the dependent variable. The Coefficients in Table 4.7 give the crucial details needed to predict the dependent variables from independent and control factors and determine whether these variables have a statistically significant impact on the strategy.

Table 4.7's findings reveal that while Employees and Gender had minor effects on the dependent variable of service delivery, Years ($=0.102$, $t=3.68$, $p=0.000$) had a significant impact on it. The findings also demonstrate a substantial impact of sourcing ($=0.571$, $t=7.53$, $p=0.000$), planning ($=0.568$, $t=7.91$, $p=0.000$), and management ($=0.095$, $t=5.23$, $p=0.000$) on service delivery.

Table 4.7: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	1.470	0.261		5.63
	Years	0.102	0.028	0.202	3.68
	Employees	0.011	0.012	0.037	0.93
	Gender	0.011	0.018	0.026	0.64
	Sourcing	0.571	0.076	0.862	7.53
	Planning	0.568	0.072	0.749	7.91
	Management	0.095	0.018	0.818	5.23

Dependent Variable: Service Delivery

Source: Field Work (2021).

4.6 Hypotheses Results

The study's conclusion is presented in this section. In this study, three hypotheses are developed, and the findings are shown in Table 4.7.

The outcomes shown in Table 4.7 show that all three hypotheses are valid. This indicates that, in the instance of the H1, procurement strategy has a substantial and advantageous impact on MMDA service performance. The study's findings support the second hypothesis, which states that sourcing has a significant and positive impact on how well MMDAs deliver public services. The third hypothesis, which states that contract management has a significant and positive impact on how well MMDAs deliver services, is also supported by the study's findings.

Table 4.7: Hypotheses Results

Hypothesis	Statement	Sig	Result	Beta
H1	Procurement planning has a significant and positive influence on service delivery among MMDAs.	0.00	Supported	0.571
H2	Sourcing has a significant and positive influence on public service delivery among MMDAs	0.00	Supported	0.568
H3	Contract management has a significant and positive influence on service delivery among MMDAs	0.00	Supported	0.095

Source: Field Work (2020).

4.7 Discussion of Results

The primary goal of this research is to analyze how MMDAs in Ghana's Savannah Region are affected by procurement practices and how it affects public service delivery. According to Aker (2017), the government's provision of services to its inhabitants can take several forms: direct provision, indirect provision (through the public sector), or financial support for the provision of services. All levels of government have an important part to play in the provision of services, acting as regulators, facilitators, and partners with other organizations and individuals. Policies are set at the national level, but their actual implementation is left to the states and municipalities. According to Johan (2006), service providers who don't take the time to plan ahead will end up letting customers down.

The primary purpose of this research was to analyze how MMDAs' procurement strategies influence their ability to provide services. Procurement plans are developed in tandem with program and service plans, as stated by Liu and Wang (2020). Procurement planning, as described by Anane et al. (2019), allows planners to ascertain whether expectations are reasonable, especially those of requesting entities, which often demand that their needs be met with less lead time and in a shorter time frame than the appropriate procurement method permits. Effective procurement planning is a key route for guaranteeing proper service delivery, as pointed out by Anane et al. (2019). Sollish and Semanik (2007) also provide the term "policies" to describe ideas like openness, honesty, competition, and cost-effectiveness. As a result, we conclude that there is a dearth of empirical and theoretical research into the field of public procurement policy.

A favorable and statistically significant relationship between procurement planning and service delivery among MMDAs was discovered ($r=0.568$, $t=7.91$, $p=0.000$). As a result, strategic procurement planning might affect the quality of the services provided. Therefore, careful procurement planning is essential to providing the public with the best possible service.

Consistent with the findings of Anane et al. (2019), this study confirms that procurement strategy affects service delivery. Johan (2006) came up with some catchy slogans to use when enhancing service quality. According to Basheka (2004), procurement planning is a key component of procurement because of its ability to improve government operations and service delivery. In municipal administrations, procurement planning is the role that kicks off the complete service acquisition/procurement procedure. The incentive to be truthful has been eroded, according to Schapper et al. (2006), because high-ranking officials and political leaders use public service for personal or private gain. Basheka's research (2009) shows that effective procurement planning directly correlates to better service delivery. However, Mutembei (2019) found that procurement planning processes had little effect on service delivery.

Identifying, evaluating, and working with suppliers to achieve cost savings and the best value for products and services at a price point and under conditions that provide the necessary margin to positively impact a company's bottom line is what sourcing entails, according to Schiele (2019). According to Fridell (2007), the theory of resource dependence provides assemblies with a framework for comparing different methods, with an eye toward both the costs of short-term planning and the long-term prospects for the growth and development of the district.

Researching how sourcing affects MMDAs' ability to provide public services was a secondary goal. Procurement experts Taherdoost and Brard (2019) define "sourcing" as the steps taken to select and manage suppliers in order to acquire required goods and services. Evaluating, selecting, and managing suppliers who can provide inputs needed for daily business operations is what sourcing comprises (Kinra et al., 2020).

According to the results, sourcing has a favorable and significant impact on service provision among MMDAs ($\beta=0.571$, $t=7.53$, $p=0.000$). The findings indicate that sourcing affects the quality of services provided. This suggests that the service delivery is impacted when a company conducts research, creates and implements a plan, sets quality and quantity indicators, and chooses providers who meet these needs.

Scholars like Rujumba (2015) and Mutembei (2019) corroborate these findings. Research by Mutembei (2019), for instance, found that improving aspects like contract management, employee competence, and resource allocation can improve service performance. According to Sebola et al. (2016), service delivery in South African public services can only be guaranteed if procurement criteria are followed.

The third goal was to look at how contract management has an impact on service provision among MMDAs. According to Loch (2017), contract management is the process of overseeing

the creation, implementation, and evaluation of contracts. (Nawari and Ravindran, 2019)

Contract management is the practice of monitoring legally binding agreements from their origin to their conclusion. Contract management refers to the practice of storing agreements with customers, business associates, vendors, and employees in a digital format (Nayal et al., 2022).

Contract management was found to significantly affect service provision among MMDAs ($\beta=0.095$, $t=5.23$, $p=0.000$). Contract management is vital to the success of the procurement process and will have an impact on the quality of the services provided. Contract management is important because it creates the contract, ensures that it is carried out, and examines how it may be improved to provide better value and service.

Agwot (2018) comes to a similar conclusion, arguing that delivery management is more essential in contract management than the sum of relationship management and contract administration since it accounts for 28.3% of the variation in service delivery in Uganda's Local Governments. Despite its importance, managers often overlook contract management, as pointed out by Ahmadabadi and Heravi (2019). Masuka's (2019) research found that the provision of physical infrastructure for instruction and scholastic materials is crucial to the establishment of contract governance structures and the proper distribution of roles and responsibilities in the provision of primary education.

Additionally, Oluka and Basheka's (2014) maintained that an experienced contract manager, the presence of clear definitions of roles and processes, the existence of contract management plans, and appropriate techniques for capturing key lessons from the contract management process were all significant predictors of effective contract management.

According to Gaffney et al.'s (2013) resource dependence hypothesis, any business must take advantage of the tools provided by its surroundings. The term was used by Schiele et al. (2015) to describe research into the ways in which factors outside of an organization affect that group's actions.

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CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings and conclusions reached as a result of data analysis. This chapter presents the study's recommendations and policy implications, as well as suggestions for future research studies on the subject.

5.2 Summary of Findings

5.2.1 Procurement Planning and Service Delivery

The first objective of the study was to examine the effect of procurement planning on service delivery among MMDAs. The study found that procurement planning has a positive and significant influence on service delivery among MMDAs. This means procurement planning has an effect on influence on service delivery. This implies that effective procurement planning is an important step toward ensuring the right service is delivered to the public.

5.2.2 Sourcing and Service Delivery

The second objective of the study was to examine the effect of sourcing on public service delivery among MMDAs. The study found that sourcing has a positive and significant influence on service delivery among MMDAs. The results signify that sourcing has an impact on service delivery. This implies that when a firm conduct research, develops and implements a plan, defines quality and quantity indicators, and selects suppliers who satisfy these requirements it will affect service delivery.

5.2.3 Contract Management and Service Delivery

The third objective was to examine the effect of contract management on service delivery among MMDAs. The results revealed that contract management has a positive and significant influence on service delivery among MMDAs. In order for the procurement process to be

successful, contract management is crucial and that will affect service delivery. Because it generates, executes, and analyses the contract to enhance financial and service delivery, contract management is crucial.

5.3 Conclusion

The main aim of the study is to examine the influence of procurement practices on public service delivery using MMDAs in the Savannah Region of Ghana as a case study. The study used explanatory research designs. The study specifically employs a quantitative research strategy; with which it will gather quantifiable data for the population sample's statistical analysis. Senior managers of MMDAs in Ghana's Savannah Region made up the study's population. Purposive sampling was used to select a sample of respondents for the study because the population was big and potentially inaccessible. A total of 162 people were included in the study's sample.

For the purpose of completing the specified study objectives, a questionnaire was used. The closed-ended questionnaire, which was used in this study, is an example of such a method. 39 items make up the closed-ended questionnaire that was used to collect the data. The properties of the data were presented using descriptive statistics. The effects of obstacles, internal and external factors, and compliance with sustainable procurement methods were examined using regression approaches.

The results also show that sourcing, planning, and management, have a significant effect on Service Delivery. Therefore, this study concludes that the determinants of service delivery include sourcing, planning, and management. This means procurement practices like sourcing, planning, and management have an influence on service delivery among organisations like MMDAs.

5.4 Recommendation for Industry and Policy Makers

The following suggestions are given in light of the study's findings:

As a result of the study's conclusion that sourcing significantly affects service delivery, it is advised that the organization take sourcing into account when making procurement and contracting decisions. In order to maximize efficiency and lower risk, sourcing should be a part of the procurement process.

According to the study, procurement planning affects service delivery. Because procurement is a demanding profession, it is advised that national procurement planning strategies or rules and regulations be reviewed and updated to include clauses that will allow flexibility for the inclusion of emerging trends in the procurement process. The report further recommends the establishment of a procurement planning team with a focus on concluding transactional and contractual agreements in order to guarantee that all existing and forthcoming procurement operations of MMDAs are properly planned. This planning process will take into account the variables affecting the sector they work in to build the essential procurement strategy.

MMDAs should adopt and integrate technology into their operations in order to promote transparency in the execution of their mandate, according to the study's finding that contract management effects service delivery. By developing an integrated database for MMDAs around the country, the hidden barriers that encourage bribery and corruption at their centers will be removed. Because data is stored in a single system and is always available, technology makes it feasible to be held accountable. According to the report, MMDAs would be able to stop corruption and spot theft through analysis of the procurement cycle, ensuring supply stability and quality advancement.

5.5 Recommendations for Further Studies

Although the MMDAs in the savannah region provided the data for this study, which evaluated how procurement processes affected service delivery. Therefore, future research should concentrate on the procurement procedures used by other organisations as well as include other variables that may have an impact on procurement. Future studies could concentrate on the exclusion of sustainable procurement and how it affects business operations.



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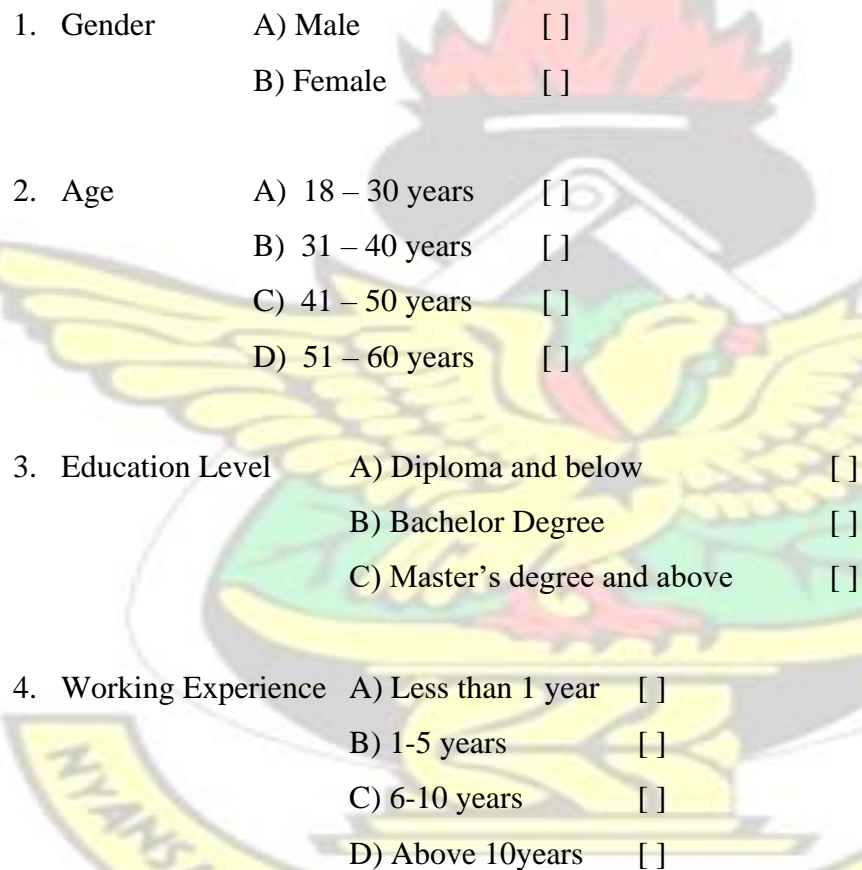
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APPENDIX A: QUESTIONNAIRES

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY SCHOOL OF BUSINESS

This questionnaire is intended to solicit information on the Topic “**Procurement Practices and Public Service Delivery: A Study of MMDAs in the Savannah Region, Ghana.**” The research is purely meant for academic purposes and it is being conducted in partial fulfillment of the requirement for the award of Master of Science Degree. The researcher assures all respondents that the answers provided would be treated as confidential and anonymous.

Section A- Demographic Characteristics

- 
1. Gender A) Male ☐
 B) Female ☐
2. Age A) 18 – 30 years ☐
 B) 31 – 40 years ☐
 C) 41 – 50 years ☐
 D) 51 – 60 years ☐
3. Education Level A) Diploma and below ☐
 B) Bachelor Degree ☐
 C) Master’s degree and above ☐
4. Working Experience A) Less than 1 year ☐
 B) 1-5 years ☐
 C) 6-10 years ☐
 D) Above 10years ☐

Section B

Procurement Planning

Under this section, Please indicate/tick (✓) against the corresponding box to show your level of agreement with the statement regarding procurement planning.

Use the following scale: **Strongly Disagree** (1); **Disagree** (2); **Neutral** (3); **Agree** (4); **strongly agree** (5).

S/N	Statement	1	2	3	4	5
1	We always put together similar items that needs to be bought					
2	Work for the year is collected from various departments and combined together					
3	What need to be bought are aligned with the money available					
4	Our meetings sometimes discuss procurement matters					
5	List of what needs to be bought are forwarded to the procurement and disposal unit					
6	Combined list of what we need to buy is circulated and avail to staff members					
7	What we plan to buy is listed in order starting from the most important to the least important items					
8	We agree with other departments/finance on money allocation					
9	Obtaining approval of what we have planned to buy is done					
10	What we agreed to buy is always written down					

Section C

Sourcing Policies

Under this section, Please indicate/tick (✓) against the corresponding box to show your level of agreement with the statement regarding Procurement Policies.

Use the following scale: **Strongly Disagree** (1); **Disagree** (2); **Neutral** (3); **Agree** (4); **strongly agree** (5).

S/N	Statement	1	2	3	4	5
1	This organisation has a designated contract administrator.					
2	Renewal of suppliers' contracts are done on a timely manner					
3	The organisation communicates on changes in contracts and variation					
4	The procurement department in the assembly has good filing system where they can monitor performance and deliverables.					
5	The assembly understands and follows procurement policies related to contract management as guided by procurement Act.					

Section D Contract Management

Under this section, Please indicate/tick (✓) against the corresponding box to show your level of agreement with the statement regarding Procurement Policies.

Use the following scale: **Strongly Disagree** (1); **Disagree** (2); **Neutral** (3); **Agree** (4); **strongly agree** (5).

S/N	Statement	1	2	3	4	5
1	The assembly takes into consideration the size of procurement firms in awarding contracts					
2	The ministry checks to ensure that goods and services supplied have the correct value as per quotations made					
3	The assembly has an effective system used to clear invoices and regulate the payment of supplies made					
4	Procurement firms supply based on terms of references given by the assembly					
5	The “assembly of national treasury and planning” has effective systems of detecting fraud in tenders awarded					

Section E Service Delivery

Under this section, Please indicate/tick (✓) against the corresponding box to show your level of agreement with the statement regarding Procurement Policies.

Use the following scale: **Strongly Disagree** (1); **Disagree** (2); **Neutral** (3); **Agree** (4); **strongly agree** (5).

S/N	Statement	1	2	3	4	5
1	We provide services as planned/promised					
2	We keep citizens informed about when services will be performed					
3	Our staffs have knowledge in answering citizen's questions					
4	We understand the need of the people we serve					
5	We use modern equipment in delivering services					
6	Services are delivered to the public on time as required					
7	Accessing our services is always fast					
8	Our suppliers deliver what we need on time					
9	There is less delays in communicating our services to the public					
10	Our suppliers respect and follow our service delivery schedule					