

**ASSESSMENT ON THE IMPACT OF PROCUREMENT PLANNING IN IMPROVING
PERFORMANCE IN PUBLIC SECTOR A CASE STUDY OF ARUSHA
MUNICIPAL COUNCIL.**

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**Masters of Business Administration in Procurement and Supplies
Management (MBA-PSM) of the Institute of Accountancy Arusha**

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BY

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**A Research Proposal Submitted for the Partial fulfillment of the requirement
for the award of Degree of Masters of Business Administration in
Procurement and Supplies Management (MBA-PSM) of the Institute of
Accountancy Arusha**

AUGUST, 2023

CERTIFICATION

I, the undersigned, certify that I have read and hereby recommend for acceptance by Institute of Accountancy Arusha this research proposal entitled: “**Assessment on the impact of procurement planning in improving performance in public sector, A case of Arusha Municipal Council**” in fulfillment of the requirements for the award of degree of Masters of Business Administration in Procurement and supplies Management of the Institute of Accountancy Arusha.

Signature.....

(Supervisor’s name)

Dr Theophil Assey

(Signature)

.....

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LIST OF ABBREVIATIONS AND ACRONOMS

APP-	Annual Procurement Plan
AMC-	Arusha Municipal Council
CPSP -	Certified Procurement and Supplies Professional
CMKN-	Contract Monitoring Kenya Network
GPP-	General Procurement Plan
HRA-	Human Resources and Administration
IAA-	Institute of Accountancy Arusha
MIS-	Management Information System
PMU -	Procurement Management Unit
SCM-	Supplies Chain Management
SPS-	Specific Procurement Plan

CHAPTER ONE

INTRODUCTION OF STUDY

1.1 Overview

This chapter presents the background of the study, a statement of the research problem, research objectives which included general and specific research objectives and research questions. It also provides the scope of the study, limitation and significance of the study.

1.2 Background of the Problem

Despite the initiatives and guidelines that the World Bank and other international financial institutions have been issuing time to time all over the world regarding better performance of procurement functions by ensuring that all planned procurement projects are effectively implemented, still many countries in the world do face challenges of not implementing all planned projects as projected before (World Bank, 2017). The major challenges hindering procurement plan performance in India include insufficient personnel in the procurement department, untimely delivery of purchases, corruption practices in various procurement stages (Brahim et al., 2014). This has called for many countries all over the world to make various initiatives which make some improvement in realizing procurement performance.

Different countries, both in developed and developing countries, establish procurement reforms which are based on laws and regulations. For instance, procurement issues in Malaysia, in which they had established that procurement officers are responsible for unprofessional conduct and non-conformity to the procurement policies and procedures in order to improve procurement performance in public organizations (Hui, 2011). Therefore, in Rwanda, the public procurement act has been adopted to improve the national public procurement system (Baily, 2005). Public procurement in developed countries happens within the framework of international obligations, such as World Trade

Organization (WTO) and agreement on government procurement directives prepared under regional agreements such as European Union(EU). However public procurement in developing countries happens within framework of public procurement act.

Public procurement in developing countries is increasing as essential in providing of services and using a high share of the total public expenditure, for instance public procurement in Kenya spend 60% of public expenditures, Uganda spend 70% and Malawi spend 40% of public expenditure and Tanzania spend 75% of public expenditure. Public Procurement in Tanzania is governed by the Public Procurement Act (PPA) of 2001 (PPA). The PPA is applicable to all procurement financed by public funds; however Local Government procurement is regulated by the Local Government Finance Act 1982. The Act sets out a Public Procurement System which aims to ensure that procurement is conducted in a fair open, transparent, accountable and competitive manner, to contribute towards the creation of sound economic climate in Tanzania, and to increase participation by the Tanzania Private Sectors.

Tanzania had undergone various reforms on public procurement from 1992 when the Government commissioned a consultant to undertake the Public Procurement and Supply Management Study. It was evident that Tanzania characterized with serious weakness and was in urgent need for reform (Nkinga, 2003). New public procurement legislation was established by parliament in February 2001 and was properly signed into law (The Public Procurement Act No 3 of 2001) by the President. The public procurement act became effective on 1st July 2001 as result of procurement assessment by bank and Act of 2001 was replaced by the Public Procurement Act 2004. New Act tried to deals with those recommendations but there were several challenges leading to public outcry about inefficiencies in public procurement activities. Act of 2004 was replaced by 2011 Act in which started to be used on 20th December 2013 but two years later Public Procurement (Amendment) Act 2016 emerged because there were still the same challenges facing implementation of PPAs. Main goals

of reforms to improve government financial management, control of public funds, and promote accountability. Reforms in Tanzania faced with different challenges which limited scope and low speed and quality of services are rendered, also multiple accountability, poor resources allocation and institutional capacity (Economic Commission for Africa, 2003).

Over the past few years, developing countries have been awakened on the importance of effective management of the public procurement process at both central and local government levels, and its subsequent contribution to improved governance of the public sector. Procurement; a function that was traditionally viewed as a clerical and reactive task has since positioned itself among core organizational functions, and its management is becoming increasingly critical for the well-functioning of any organization.

In Tanzania, public procurement is beset with unrealistic procurement strategies, budgets, and cost estimates. According to audit findings, the fact that the budgeted and authorized budget is relatively little and is not completely released on time results in delays and the inability to execute procurement contracts (Yoshida, 2017). As is widely known, the government financial system runs on cash budgets, and as a consequence, many Public Entities (PEs) fail to carry out procurement operations as planned in their yearly procurement plan (URT, 2019). According to Msigwa (2018), several local government bodies in Tanzania, including Bahi District, failed to execute procurement projects during the financial year 2016/2017 due to insufficient money caused by exaggerated cost projections. Thus, although procurement plans have been implemented as a critical component of procurement activities in Tanzania's local government authorities, including those in the Bahi District, there is still a need to analyze their influence on procurement performance.

1.3 Statement of the Problem

Despite the great importance procurement plan has in public organizations and that the PPA (2011) amendment 2016 and its regulation require all public organization to have procurement plan and implement it effectively by applying it as a road map for acquiring all organizational requirements which are to be obtained through procurement procedures, still some public institutions do not meet the intended objectives on time (PPRA report, 2019/20).

The procurement plan is used in ensuring that organizational procurement performance is aligned to institutional objectives and meet the organizational established goals to ensure a positive outcome. Despite all achievement AMC gained in procurement processes, still there are problems in implementation of procurement plan resulted from delayed submission of requirement from user departments, insufficient fund for implementation of projects allocated by management through approved budget, delayed disbursement of fund as well as preparation of unrealistic procurement plan (PPRA Report ,2019/20) Black and Marshall, (2011) urged that the procurement activities planned within an organization when are well planned and implemented would have great impact on general performance of an organization(s). Arusha Municipal Council being one of the public organization with some challenges in implementing procurement plan as highlighted in PPRA annual performance Report, 2019/2020) used in this study of examining factors affecting effective implementation of procurement plan in public sector in Tanzania.

Despite the government of Tanzania's attempts to enhance procurement performance via procurement planning, public procurement in Tanzania's local government authorities, particularly in Arusha municipal council is characterized by sloppy work, substandard products and services (Msigwa, 2018).

Several empirical research on the idea and context of procurement planning in a variety of countries, including Tanzania, have concentrated on the shortcomings of procurement planning and the

variables that contribute to the poor performance of procurement tasks in Local Government Authorities (World Bank, 2017 & Msigwa, 2018). However, the issue of procurement planning's influence on the execution of procurement tasks in local government bodies such as the Arusha municipal council continues to be a challenge. Therefore this study intended to fill the existing research gap on assessment on the impact of procurement planning in improving performance in public sector a case study of Arusha municipal council where will come up with the best results from field.

1.4 Objectives of the Study

1.4.1 General Objective

General objective of this study will be on assessment on the impact of procurement planning in improving performance in public sector.

1.4.2 Specific Objectives

Specific objectives of the study will be:

- i. To investigate on the procedures of procurement planning in Arusha municipal council.
- ii. To examine the influence of quality planning on the performance of procurement functions in Arusha municipal council.
- iii. To investigate on procurement planning may affect procurement activities in Arusha municipal Council

1.5 Research Questions

Research questions of the study will be as follows:

- i. What are the procedures to be taken when conducting procurement planning in Arusha municipal council?
- ii. How does quality planning influence the performance of procurement functions in Arusha municipal council?
- iii. How procurement planning may affect procurement activities in Arusha municipal Council?

1.6 Scope of the study

Research aim will be to assess on the impact of procurement planning in improving performance in public sector whereby scope of the study will be Arusha municipal council. area from which different government project implemented and the citizen of Arusha Municipal Council receiving that projects make up a sampling unit of the study.

1.7 Limitation and delimitation of the Study

Time limitation

The researcher is expected to be limited in term of time whereby time given will not be enough to collect data from respondents effectively as time given to accomplish work must be considered. However researcher will find solution for this problem by been punctual on using the time given effectively.

Poor response from respondents

The researcher is expected to be limited in term of response from the respondents they expect that some of respondents may not be willing to give some sensitive data when data are being collected from field. This is due to restrictions that limit them to give out office's data, on the side of this problem the researcher will try to convince the respondents to provide the true and clear data.

Financial limitation

The researcher is expected to be limited in term of financial capability, due to fact that there is lot of money needed to conduct research there will be financial limitation during data collection. On the solution the researcher will try to minimize cost and to use proper and good way for the money which already have it.

1.8 Significance of the study

The significance of the study will be as follow

1.8.1 To the Government

The study will provided information which will benefit the government on how the procurement planning have a great impact on accomplish different project

1.8.2 To Academicians,

The full members of an artistic, literary, engineering, scientific academy and other higher leaning institutions will take this research to have different ideas and to know that there are the relationship between procurement planning and performance of public sector, Also The study will helpful in providing some basics to the academic art as its findings will be used in teaching students concerning about issues of the impact of procurement planning in improving performance in public sector in different aspects of life such as performing various normal life activities.

1.8.3 To Policy makers,

Also, researcher will make some recommendations to those people involved in the whole process of formulating policies such as parliament during make laws that will favors the organization in the way to understand the relation that exist between procurement planning and performance of public sector. The organizational policy makers should consider that relationship by create the policies that do not base on one side.

1.8.4 To Arusha Municipal Council

The study will be useful for organizations to know how procurement planning will be more important or contribute to the performance of the public sector especially in the Arusha region.

1.8.5 To researcher

The study will benefit other researchers in carrying out further empirical research studies on procurement planning. Suggestions and recommendations from this study will be useful in improving different government projects. It will also be used for academic purposes as a fulfillment for the award of the Masters in procurement and supply management at the Institute of Accountancy Arusha (IAA).

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter presents the definition of the key terms, theoretical literature review, empirical literature review and conceptual frame work as used and explained by different scholars the impact of procurement planning in improving performance in public sector.

2.2 Conceptual Definitions

2.2.1 Procurement

Procurement refers to the act of purchasing, renting, leasing, or otherwise obtaining products, works, or services by a procuring institution utilizing public money on behalf of a government or public body's ministry, department, or regional administration. Additionally, it encompasses all operations associated with acquiring products, works, or services, such as need specification, tender selection and invitation, proposal preparation, and contract administration (PPA, 2016). Hugo and Badenhorst-Weiss (2011) define procurement as the process through which companies acquire products and services from a variety of providers. The items would include both indirect and direct commodities, such as stationery, equipment, and machinery, as well as manufactured products. Additionally, procurement includes the acquisition of temporary labor, energy, and vehicle leases to support business operations. Thus, procurement plays a critical role in an organization's overall strategy for cost reduction via discount negotiating. Hugo and Badenhorst-Weiss (2011) emphasize that procurement is continually negotiating for discounts, resulting in significant cost savings. Procurement is defined operationally in this research as the process through which works, materials, and services are bought from a variety of providers to arrange for the fulfilment of procurement tasks.

2.2.2 Procurement Planning

Procurement planning is a proactive and staged strategy to manage an organization's procurement process to meet the overall procurement policy goals. Additionally, the process entails a yearly evaluation of assets to identify those that are outmoded and should be disposed of (Basheka, 2009). It includes a description of the items, works, and services to be acquired, and anticipated budget for those goods or services, procurement techniques, and a timetable (PPA, 2011).

Additionally this is a proactive and phased approach to management of an organization's procurement process so as to achieve overall objectives of agreed procurement policies. The process also involves reviewing of assets on annual basis to identify those which are obsolete and should be subject to disposal. The procurement plan comprises the description of the goods, works and services to be procured, estimated budget for the goods or services to be procured, procurement methods and time scale (PPA, 2004). The annual procurement plan should be approved by the Finance Committee of the Council (URT, 2007).

2.3 Theoretical literature review

This study will be guided by the Transaction Cost theory

2.3.1 Transaction cost Theory

This theory was established in order to ease the way of evaluating the comparative planning costs, adapting and monitoring completion of task under various different government structures (Williamson, 1985). The Transaction Cost Theory (TCT) has been used in learning the limits of the firm, vertical integration decisions and the justification for conducting procurement, a firm offers a way which is more efficient in organizing the market due to optimization of costs of doing transactions and overall value (Martins et al., 2010). According to Williamson (1985) the unit of

analysis in TCT was a transaction that was happened at the time when a product or service was transmitted across a technologically distinct interface.

Additionally, it defines transaction costs as the costs associated with operating a firm's economic system; these costs are to be distinguished from production costs, and a decision-maker can determine whether to use a firm structure or source from the market by comparing transaction costs to internal production costs (Hardt, 2009). As a result, the cost is the key factor influencing such a choice.

The transaction cost theory was very important to the study as the application of ICTs in the procurement process may reduce transaction cost because the manual handled activities are now done electronically. Technology helped in synchronizing and balancing the major two different business objectives of attaining final customer need at the lowest possible cost (Shiundu and Gladys, 2014). It is interesting to note that ICTs do not change the procurement cycle but change the way procurement is conducted

2.4 Empirical literature review

This section provided empirical studies done at the world and Tanzania related studies

Public sector organization can achieve significance savings by managing better their procurement and commercial activities. Good procurement is not just getting the price down; it is about balancing the whole life cost and fitness for the purpose while meeting the European Union rules and treating suppliers fairly. Office of Government Commerce, OGC supports this by encouraging more efficient way of working, coordinating public sector procurement activities and managing several initiatives to open up government markets to competition and encourage private sector organizations to work better with the public sector. (UK, 2014)

Smith and Trybus (2008), have done extensive studies during the last thirty years in Public procurement and analyzed that public procurement has been characterized by unprecedented distribution of sophisticated regimes on a global scale. Therefore procurement processes are characterized as continual progression due to emerged new technological and other innovations in executing procurement.

Anteneh (2015) performed research in Ethiopia on the efficacy of the Ministry of Urban Development, Housing, and Construction's procurement strategy and execution. The study's results indicated that the Ministry is following current trends in developing procurement plans. However, having a strategy does not guarantee success; success is highly dependent on the amount to which the plan is implemented. The specification and bid materials for the procurement plan, as well as market pricing estimates, were deemed to be inadequate and incomplete. Generally, the study was too general to explain procurement planning and implementation effectiveness while inside the manuscript there is a small notion of quality of planning due to the unsuccessful implementation of procurement planning.

According to Chepkoech (2013), the ultimate purpose of procurement planning in Ethiopia is to coordinate and integrate activity to meet a demand for products and services in a timely way; hence, simple and precise planning is critical to avoiding last-minute, emergency, or ill-planned procurement. For correct planning time, Rao and Narayana (2000) noted that managers often lack an understanding of the suitable method for identifying the appropriate planning period. Additionally, they emphasized that in a changing context, establishing the appropriate planning time is quite difficult.

Carstea, Paun, and Paun (2016) did another research to identify and assess the quality of management practices used in the procurement and management of material resources in Romania. The study's findings suggested that performance criteria contribute positively to the

quality management system and the management of quality in the firm's purchase of products and materials. However, while the study by Carstea, Paun and Paun (2016) focused on quality management, this study was based on quality planning, specifically assessing the influence of the quality of planning on the performance of procurement functions.

John and Atambo (2016) discovered that budgeting methods, cost estimates, and forecasting all had an effect on procurement planning in secondary schools in their research titled variables impacting procurement planning in public secondary schools in Kenya. Similarly, Ogubala and Kiarie (2014) discovered that budgeting processes had an effect on procurement planning in County Governments in Kenya in their research titled variables impacting procurement planning in County Governments in Kenya.

The studies are different from this study on the side of assessing how cost estimation affects procurement planning, but due to the differences in politics between Tanzania and Kenya, economy and social inclusion, the present study assessed how cost estimation affects the performance of procurement functions.

NAOT (2014) revealed that percentages in procurement plans of 2013/2014 in some of the local government authorities were not displaying the true and accurate percentages reported throughout the 2013/2014 fiscal year. According to audit results, 45 percent of purchased projects by purchasing organizations did not have an authorized budget and about 47 percent were not included in their respective annual procurement plans in the fiscal year 2013/2014. Additionally, some local government agencies have been unable to finish procurement initiatives due to insufficient funding as a consequence of inflated cost projections. As a result, this research is necessary to determine the effect of cost estimates on the performance of procurement

According to Lynch (2013), The goal of public procurement is to award timely and cost-effective contracts to qualified contractors, suppliers and service providers for the provision of goods, service

and work in view of supporting government, public services and organizations in accordance with laid down principles, procedures as established by Public Procurement rules and for the case of Tanzania in accordance with PPRA. It is obvious that the delayed or postponed contract or tender is one factor which cause cost overrun due associated factors such currency depreciation.

According to Shiundu and Rotich (2014), there is a lot to be addressed for factors affecting procurement systems and processes in Africa and citing Kenya as vividly example whereby most of previous studies have been focused in supply chain management as a whole and not procurement processes as a focal point of study.

Kiage (2013), demonstrate the importance of planning as crucial factor for ascertain the procurement performance in public organizations. Procurement plan is very important tool for accomplishment of the budget; whereby a well-planned and proactive procurement budget in most cases is not exceeding the set aside budget. In this case there must be a well-established procurement plans and must be integrated in to the budget process in compliance with the procurement laws and procedures.

2.5 Research Gap

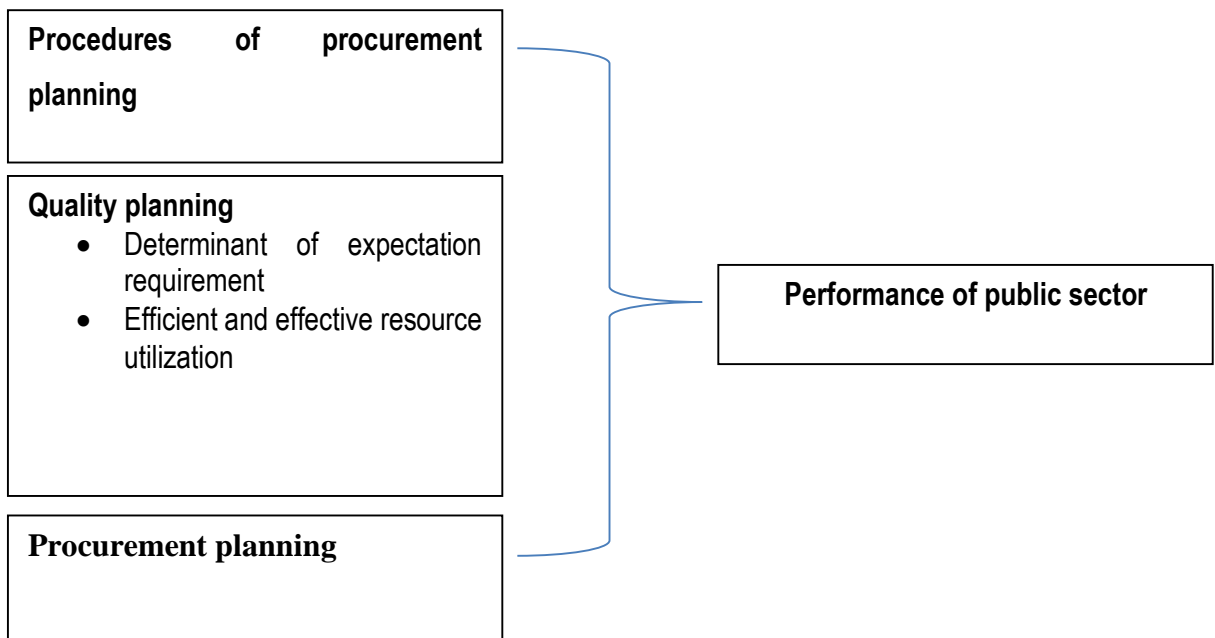
Various studies (Chepkoech, 2013; Anteneh, 2015; Carstea, Paun&Paun, 2016) showed that procurement planning has been studied inside and outside of Tanzania and revealed that procurement planning is a basic procurement stage that may influence public procurement performance. Additionally, a few studies were done in Tanzania (NAOT, 2014; Rao&Narayana, 2000) that examined the impacts of budgeting methods, the impact of personnel competencies on the procurement planning process, and compliance with the legislative framework regulating procurement planning in other nations. Thus, there is still a dearth of research e on assessment on

the impact of procurement planning in improving performance in public specifically in the **Arusha Municipal Council**.

2.5 Conceptual Framework

The conceptual framework lays a foundation for empirical study to find out the impact of procurement planning in improving performance in public sector. It is expected that the findings of this study will be applied or lay a foundation for other similar studies in future, also will be a useful tool in policy formulation by relevant stakeholders in future. The conceptual framework gives a clear indication of the independent variable and dependent variables: The researcher will measure how the independent variables influence the dependent variables: The independent variables are Procedures of procurement planning, Quality planning and poor procurement planning while the dependent variable is Performance of public sector. The relationship between independent, dependent factors and the outcomes can be exemplified as in Figure below

Figure 2. 1 Conceptual frame works



RESEARCH METHODOLOGY

3.0 Overview

This chapter covers the research design, area of the study, the target population and sampling methods and sample size, data collection tools, validity and reliability, data collection tools, data analysis method and presentation and ethical consideration of the study.

3.1 Study Area

The study will be conducted at Arusha Municipal Council (AMC) in Arusha region. The area of the study chosen by the researcher because of the chance of having the accessibility of data

3.2 Research Design

The study adopted descriptive research design. This is a method of collecting information by interviewing or administering questionnaires to a sample of individuals. The design will used to collect information about the impact of procurement planning in improving performance in public sector. The study employed descriptive research design in order to collect information direct from the respondents.

3.3 Research Approach

Both qualitative and quantitative approach will be used on this study, qualitative research approach is concern with subjective assessment of attitude, opinions and behavior.. Qualitative research approach is a multi-method in focus, involve an interpretive approach to it subjective matter. This means that the qualitative research, study things in their natural settings, attempting to make sense of, or interpret the phenomenon in terms of the meaning people bring to them. Also quantitative research approach relies on the principles of verifiability. Quantitative research is based on the condition of measurement of quantity or amount of particular items.

3.4 Population, Sample Size and Sampling Technique

3.4.1 Population

The population for this study will be the employees of Arusha Municipal Council (AMC), the study target employees (Arusha Municipal Council (AMC) in Arusha region from different department, head of department.

3.4.2 Sample size

Kothari (2014) states that, sample size refers to the number of items to be selected from the universe to constitute a sample. The study will include participant of both sex male and female from Arusha Municipal Council (AMC) in Arusha region. Mathematical the researcher applied this formula to obtain sample size on the field

Yamane formula;

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

Where

- n : Represents the sample size
- N : Represents the Target population of the study
- e : Estimated Margin error for the sample

$$n = \frac{150}{1+150(0.1)^2}$$

$$n = \frac{150}{1+150(0.01)}$$

$$n = \frac{150}{2}$$

$$n = 75$$

The researcher will use a sample size of 75 respondents from

3.4.3 Sampling Techniques

Simple random and purposive sampling will be used on the study.

Simple random sampling

According to Bernardin (2016) Simple random sampling is the sampling technique where by every person has an opportunity to be selected from the population. The study will use simple random because every employee has an opportunity to be selected. The simple randomly will be applied to all staffs of Arusha Municipal Council.

Purposive sampling

Purposive sampling is the form of probability sampling which you can classify or to separate people into groups according to some characteristics, such as position, rank, income, education, sex or ethnic background Bernardin (2015). In the study Purposive sampling will be used by selecting, Procurement department and operational manager Also, the researcher will select the employees who have knowledge about procurement planning.

3.5 Data collection

3.5.1 Types and source of data

3.5.1.1 Primary Source

The main source of data for executing this study was the primary data source. Data were gathered through the use of questionnaires and interview. This implies that the information and data for the study was the first hand, collected directly from respondents. The primary data will be collected both qualitative and quantitative from the source based on research objectives.

3.5.2.2 Secondary of data

Secondary data are those data that are already available. The researcher used such data in order to gather relevant information for the study. The researcher was collected data through documentary review, internet sources and different research reports basing on the objective of this study, Ghauri

and Gronhaug (2015), state that the principle advantage of using secondary data is economies effective and time saving

3.6 Data collection techniques

3.6.1 Interview

The research used personal structure interviews using close ended question so as to ensure that the researcher collect the concrete information from the respondent, because through personal interview, the researcher has an opportunity to capture the given answers for addition information or clarify concept.

3.6.2 Questionnaire

The questions were designed by the researcher for the purpose of collecting data from respondents basing on objective of the study. Questionnaires contained open ended and closed ended questions this helped the researcher in obtaining valid and reliable information concerning the study. Respondents were required to read and provide appropriate answers to questions.

3.7 Data analysis

Quantitative data will analyse through the use of frequency and percentages, In conformity with the objectives of the study to descriptive statistical analysis. Qualitative data will analyse through content analysis whereby explanation of the respondents reported.

3.7.1 Qualitative Data

Qualitative data analysis refers to computation of certain measures along with searching for patterns of relationship that exists among data-group (Kothari, 2004). The researcher will processe data by carrying out manual sorting, editing, coding, classifying and tabulating data obtained from documentation, open ended question and structured interview.

3.7.2 Quantitative Data Analysis

Frequency and percentage distribution will be used as the outputs of descriptive statistical analysis to analyze various characteristics of sample population and responses from respondents. Data will be managed, analyzed, presented and interpreted into percentages in a very careful way. The researcher will use Microsoft Excel for analysis of data; also, a calculator and manual tables were used in data editing, and the data obtained from questionnaire, interview, and documentary source will be carefully looked to ensure completeness, accuracy and uniformity. Research tools, which are used by the researcher, include question papers.

3.8 Validity and Reliability of data

3.8.1 Validity

Kothari (2004) defines validity as the degree to which an instrument measures what it is supposed to measure. This study will use questionnaire and interview to collect data in order to ensure validity of data which will be collected. The favorite question to all respondents will be prepared also good and favorite environment will be considered, that help to reduce fear to the participant to answer the questions. In addition to that during the distribution and conducting interview the researcher will ensure that all questions are distributed to the right respondent and no otherwise, but in the same interview the researcher will consider the right respondent which will engage on interview program.

3.8.2 Reliability of data

Kothari (2004) defines reliability as the consistency of measurement when observing the same condition. In this study, measures will be employed to ensure that results are free from material errors from the design of the questionnaires and interview to the interpretation of the result. Such measures will include pre-testing the designed questionnaires and prior review of questionnaire by the supervisor.

3.9 Ethical Consideration

Wills, M. (2004) refers to accountability, trust, mutual respect and fairness towards general public by protecting the human used in the study. In this study a lot of ethical issues will be considered before, during and after the study. In primary data collected direct from the respondents during interview and questionnaire techniques it is unnecessary to indicate the names of respondents who will be participate in questionnaire and interview session. In secondary source the study will use different documents like journals, article's, books and other documents from the organization library and internet which used in this study will be secured and proper referenced. Also, the Identity of respondents to the questionnaire and interview which will provide information is another ethical issue that will consider so as to hide their identity.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE TO EMPLOYEES

Introduction

Dear respondent my name is Rose Fredrick Msinga, student of Institute of Accountancy Arusha this research proposal entitled: "Assessment on the impact of procurement planning in improving performance in public sector, A case of Arusha Municipal Council" in fulfillment of the requirements for the award of degree of Masters of Business Administration in Procurement and supplies Management and am requesting you to spare some time and respond to my question. All the responses given to me will be treated with the utmost confidentiality and only used for academic purposes.

Thank you very much for your Cooperation

Part A: Demographic Characteristics of the Respondents (Circle appropriately).

1. What is your age bracket?

- (a) 20-30
- (b) 31-40
- (c) 41-50
- (d) 51 -60
- (e) 61-70

2. What is your Gender?

- (a) Male
- (b) Female

3. For how long have you been employed in this LGA?

- (a) Less than 2 years.
- (b) 2-5 years.
- (c) 5-7 years
- (d) Over 8 years.

4. What is your education level?

- (a) Certificate
- (b) Diploma
- (c) Bachelor's Degree
- (d) Master's degree

Part A: Procedures of Procurement Planning (R200)

Please put a tick mark (√) indicate your level of agreement with each statement regarding Procedures of procurement planning and their impact on procurement performance in the public sector. Use the following scale: Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree.A

S/NO	STATEMENTS	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
R201	The current procurement planning processes in our public sector organization are effective in achieving procurement performance goals.					
R202	Our organization provides sufficient training and resources for staff involved in procurement planning, which positively influences procurement performance.					
R203	There is a need for continuous review and improvement of procurement planning procedures to enhance procurement performance					

Part B: Quality Planning (R300)

Please put a tick mark (✓) indicate your level of agreement with each statement regarding quality planning, and their impact on procurement performance in the public sector. Use the following scale: Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree.

S/NO	STATEMENTS	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
R301	Proper quality planning minimizes the risk of project delays and disruptions in the procurement process.					
R302	Comprehensive quality planning enhances the accuracy of procurement specifications and requirements.					
R303	Procurement quality planning ensures alignment with regulatory and compliance standards					
R304	Procurement quality planning is an investment in mitigating potential conflicts and disputes with suppliers.					

Part C: Procurement Planning (R400)

Please put a tick mark (√) indicate your level of agreement with each statement regarding procurement planning and their impact on procurement performance in the public sector. Use the following scale: Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree.

S/NO	STATEMENTS	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
R401	Procurement planning is systematically conducted before initiating any procurement activities.					
R402	The organization establishes clear objectives and goals for procurement through effective planning.					
R403	The procurement planning process includes a comprehensive assessment of the organization's needs and requirements.					

Part D: PROCUREMENT PROCEDURES, QUALITY PLANNING PROCUREMENT PLANNING AND THEIR IMPACT ON PROCUREMENT PERFORMANCE (R500)

Please put a tick mark (√) indicate your level of agreement with each statement regarding procedures of procurement planning, quality planning and procurement planning and their impact on procurement performance in the public sector. Use the following scale: Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree.

S/NO	STATEMENTS	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
R501	The organization's procurement performance can be significantly enhanced by emphasizing procurement and quality planning					
R502	Procurement planning and quality planning should be considered integral parts of the public sector's procurement strategy.					
R503	Continuous monitoring and evaluation of procurement and quality planning processes are necessary for sustained improvement in procurement performance.					

Appendix 2: Research budget

S.N	ACTIVITY	COST
1	Stationary cost	400,000
2	Binding	2000,000
3	Transportation cost	400,000
5	Data usage (internet)	250,000
	TOTAL	1,250,000

Appendix 3: Field Work Timetable

Activities	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEP	OCT	OCT
Topic Selection									
Proposal Writing									
Proposal defense									
Data collection and analysis									
Report Writing and editing									
Report submission									
Final Defense									
Research books submission									