

**ASSESSMENT OF FACTORS AFFECTING PROCUREMENT PROCESS IN
PUBLIC SECTOR
A CASE OF ARUSHA CITY COUNCIL**

Francis Paul

**MBA (PSM) Dissertation
Institute of accountancy of Arusha
November, 2020**

**ASSESSMENT OF FACTORS AFFECTING PROCUREMENT PROCESS IN
PUBLIC SECTOR
A CASE OF ARUSHA CITY COUNCIL**

**Francis Paul
MBA/PSM/0031/2019**

**A Dissertation Report Submitted in Partial Fulfilment of the Requirements for the
Degree of Master of Business Administration - Procurement and Supplies Management
(MBA-PSM) of the Institute of Accountancy Arusha**

November 2020

CERTIFICATION

I, undersigned certify that, I have read and hereby recommends for acceptance by the Institute of Accountancy Arusha the dissertation entitled: " *assessment of factors affecting procurement process in public sector: a case of Arusha city council* in partial fulfilment of the requirement for the degree of Master of Business Administration in Procurement and Supplies Management of the Institute of Accountancy Arusha.

.....
Mr. Catholic Sumuni
(Supervisor)

.....
Date

DECLARATION

I, Francis Paul, declare that this dissertation is my own original work and has not been presented anywhere or will not be presented to any other institution for any award.

Signature

Date

COPYRIGHT

This dissertation is a copyright material protected under the Berne Convention, the Copyright Act 1999 and other international and national enactments, in that behalf, on intellectual property. It should not be reproduced by any means, in full or in part, except for short extract in a fair dealing, for research or private study, critical scholarly review or discourse with an acknowledgement, without the written permission of Directorate of Postgraduate Studies, on behalf of both the author and the Institute of Accountancy Arusha.

ACKNOWLEDGEMENT

The completion of this study would not been possible without the support of my family members and friends primarily; I thank the Almighty God for the power, strength of mind and what He Has created me to be. I would like to offer special thanks to my wife Sophia D. Mbagga. and my son Victor F. Mallya and my daughters Valencia and Vivian for their constant bear with me and many sacrifice through this journey. I would also like to express my sincere thanks to the Director of Arusha City Council, my lecturers and other members of staff at IAA. My special thanks goes to my supervisor Mr. Catholic Sumuni for diligent and hard work to ensure this is precious and timely completed. Lastly, I say thanks to all who have facilitated successful completion of this study. I would also like to thank Mr. Joel Mtango and other staffs at ACC.

DEDICATION

This dissertation is dedicated to my father Mr. Paul Mallya and my mother Dora S. Mchome for their parental love and assistance during my education career.

LIST OF ABBREVIATIONS

ACC:	Arusha City Council
GN:	Government Note
ISO:	International Standard organization
PMU:	Procurement Management Unit
PPA:	Public Procurement Act.
VFM:	Value for Money.

ABSTRACT

This study aimed to assess factors affecting procurement process in public sector: a case of Arusha city council. The specific objectives were to examine procurement practices that influence procurement process at the ACC, to assess the impact of effective supplier selection procedure towards effective procurement process at ACC and to determine challenges hindering effective procurement process at the ACC. This study employed the explanatory research design and used the survey strategy. Also, the study used the concurrent mixed method triangulation which engages a single study that deployed quantitative and qualitative data that are collected at the same time. The target population was made up of staff from 13 different departments. A sample of 41 study respondents was determined to be appropriate for this study. Primary data was collected from respondents through self-completed semi-structured questionnaires. Interview guide was used to collect qualitative data. Cross tabulation with Chi Square Test, and Fisher Exact Test were used to analyse quantitative data and content analysis was engaged for the qualitative data. The study found that procurement planning, Adoption of E-Procurement system, supplier relationship management, effective communication and procurement cost estimation are very important elements of the procurement practices that contribute to the effectiveness of the procurement process at ACC. The study recommends that ACC and other public organizations should make sure they hold on to best practices on procurement process with due consideration to national standards along with international standards on public procurements and formulate standardized check lists for the best practices in procurements. Top management at ACC and other public organization should fulfil their responsibilities effectively by providing prompt decisions relating to public procurements in their respective areas of authorities. Approved funds for procurement needs should be provided adequately and timely to ensure procurement process is carried out effectively.

TABLE OF CONTENT

CERTIFICATION	i
DECLARATION	ii
COPYRIGHT	iii
ACKNOWLEDGEMENT	iv
DEDICATION	v
LIST OF ABBREVIATIONS	vi
ABSTRACT	vii
TABLE OF CONTENT	viii
LIST OF TABLES	xi
LIST OF FIGURES	xii
CHAPTER ONE.....	1
INTRODUCTION	1
1.2 Background of the study	1
1.3 Statement of the problems.....	3
1.4 Research Objectives.....	4
1.4.1 Main Objective	4
1.4.2 Specific Objectives	4
1.5 Research Question	4
1.5.1 Specific Questions	4
1.6 Significance of the Study	4
1.7 Scope of the Study	5
1.8 Organization of the Study	5
CHAPTER TWO	6
LITERATURE REVIEW	6
2.1 Introduction.....	6
2.2 Definition of key terms	6
2.3 Theoretical Literature review	8
2.4 Empirical literature review.....	10
2.5 Conceptual framework.....	15
2.7 Research Gaps.....	16
CHAPTER THREE	17
RESEARCH METHODOLOGY	17

3.1 Introduction.....	17
3.3 Research Design	17
3.4 Research Approach.....	17
3.5 Area of the Study and its Significance	18
3.6 Population and Sample Size.....	18
3.7 Sampling Design and Procedures	19
3.8 Types and Source of Data	19
3.9 Methods of Data Collection.....	19
3.10 Data Processing and Analysis	20
3.11 Data Validity	20
3.12 Data Reliability.....	20
3.13 Research ethics consideration.....	20
CHAPTER FOUR	22
PRESENTATION OF RESULTS AND DISCUSSION.....	22
4.0 Chapter Overview	22
4.1 Demographic Characteristics.....	22
4.1.1 Age of Respondents	22
4.1.2 Education of Level of Respondents	23
4.1.3 Duration of Service of Respondents at ACC.....	23
4.1.4 Position of respondents at ACC.....	23
4.2 Influence of procurement practices at the ACC	24
4.2.2 Influence of adoption of E-Procurement system	26
4.2.3 Influence of procurement cost estimation at the ACC	28
4.3 Influence of supplier selection procedures at the ACC	29
4.3.1 Influence of tender processing at the ACC	29
4.3.2 Influence of effective communication with suppliers	31
4.3.3 Influence of supplier relationship management.....	33
4.4 Challenges hindering effectiveness procurement process at the ACC	34

4.4.1 Effect of delays in decision making on effectiveness of procurement process.....	34
4.4.2 Effect of lack of fund from treasury on effectiveness of procurement process	36
4.4.3 Effect of lack of support from top management on effectiveness of procurement process.....	38
CHAPTER FIVE	41
SUMMARY, CONCLUSIONS & RECOMMENDATIONS.....	41
5.1 Introduction.....	41
5.2 Summary	41
5.3 Conclusions.....	44
5.4 Recommendations.....	44
5.5 Suggestion for Further Studies	45
5.6 Policy Implications	45
5.7 Evaluation of the Study.....	45
5.8 Limitations of the study	45
REFERENCE	46
APPENDIX 1: SURVEY QUESTIONNAIRE	50

LIST OF TABLES

Table 3.1: Sample size distribution	19
Table 4.1: Influence of procurement planning in Achieving services	25
Table 4.2: Chi square test results on influence of procurement planning	26
Table 4.3: Influence of e-procurement at acc	27
Table 4.4: Chi square test on influence of adoption of e-procurement in -at acc	27
Table 4.5: influence of procurement cost estimation at acc	28
Table 4.6: Chi square test on influence of procurement cost estimation.....	29
Table 4.74: Chi square test on effect of delays i decision making of effectiveness of procurement process	36

LIST OF FIGURES

Figure 2.1: Conceptual framework.....	15
Figure 4.1: Age of respondents	22
Figure 4.2: Education level of respondents.....	23
Figure 4.3: Duration of service of respondents	23
Figure 4.4: Position of respondents at ACC.....	24

CHAPTER ONE

INTRODUCTION

This chapter present an overview of the study. It outlines key issues while introducing the study problem to be undertaken. It provides clarifications on the background of the study, statement of the problem, objectives and the research questions, scope of the study, limitation of the study as well as significance of the study and organization of the study.

1.2 Background of the study

In the Global context, public procurement carries out a basic function in delivery of service along with the performance of government departments. It performs the fiduciary duty of guaranteeing well-organized delivery of goods and services to the public (Uyarra and Flanagan, 2010) and engage all the processes related to the procurement of goods and services by government departments, parastatals and local authorities (Roodhooft and Abbeele, 2006).

The public procurement process is presided over by procurement laws along with regulations, and diverges from one country to another. In view of the fact that public procurement accounts for considerable amount of overall demand for goods and services (Uyarra and Flanagan, 2010). In procurement process monetary values are significant, and it is the responsibility of government to guarantee that resources are exploited in the most efficient, visible and in principled manner to uphold sustainable development of the economy along with standards of living (Seidu, et al., 2014).

Previous studies in public procurement as well as in supply chain management have recognized that public procurement effectiveness impacts on service delivery in addition to public sector performance (Owuoth and Mwangangi, 2015; Sarfo and Baah-Mintah, 2013); (Thuo and Njeru, 2014). A number of studies on public procurement have been published explaining the poor implementation of government projects and service delivery (Musanzikwa, 2013), and a preliminary study Dzukey and Naude (2015) has been published which focuses on the procurement challenges in the Zimbabwean public sector. This article focuses on problems affecting the operational procurement process that detract from service delivery in Zimbabwe

According to Thai (2000) the fundamental principles of good procurement process take account of accountability, where effective mechanisms must be in position so as to allow procuring entities to spend the available resources vigilantly, knowing undoubtedly that they will be

accountable for everything to the members of the public. The procurement process must also take account of competitive supply, which requires procurement to be executed by means of competitive bidding process, taking on transparency and efficiency in the process, unless there are compelling reasons for single sourcing. Procurement process must also uphold consistency and must emphasize equal treatment of all bidders irrespective of nationality, race or political affiliation. However, these areas of public procurement process have, for so long, been overshadowed with ineffectiveness, corruption as well as with disregard of essential considerations of value for money. This has negatively impacted the rate and quality of progress in accomplishing the objectives of national development, particularly in developing and transition countries (Tan, et al., 2009).

A good quality procurement plan ought to explain the process in detail needed to contractually appoint appropriate suppliers. At the start, the goods required to be procured are defined, and then the acquisition process for those goods is illustrated in detail. Ultimately delivery the timeframe is scheduled (Peter, 2012). Furthermore, Fleming (2003) contends that procurement planning is essential because it facilitate to make a decision on what to buy, when to buy and from what sources. It also let planners determine if prospects are realistic; particularly the prospects of the requesting entities, which as a rule look forward to their requirements to be met on short notice as well as over a shorter period than the application of the related procurement method permits.

Evaluation of suppliers prior to their selections can considerably perk up the performance of the procurement function in executing its mandate. Successful procurement process is the one which make the most of good practices through avoidance of corruption. Public employees may neither engage in deceitful action, nor should they give the impression of engaging in immoral actions because both are deleterious to the public perception of honest government (Smith, 2004)

In recent years there has been a concern as regards delays in procurement process by Procurement Entities (PEs) in the public sector, which resulted in delay of numerous development projects. This concern led to amendments on PPA, 2011 and PPR, 2013 which were done in 2016. Areas amended consist of cutback of time taken from tenders advertising up to tender's submission deadline in each of the procurement method. For case in point, on International Competitive Tendering (ICT) from these days have been reduced from 45 to 21

days and for the case of National Competitive Tendering (NCT) the processing time was cut down from 30 to 14 days. In addition, the amendments cut down time to issue letter of intention to award to tenderer who took part in the particular tender to lodge complaints, if any, from 14 days to 7 working days. Despite of this initiative an assessment on efficiency of procurement process for assorted tenders floated by Procurement Entities (PEs) conducted on 23 PEs and covered 143 tenders revealed that an average time taken for the entire procurement cycle from submission of requirements by user department to contract signing was 150 days for an open and competitive tendering whereas an average time taken from best practice is 116 days (PPRA, 2018).

1.3 Statement of the problem

In recent years there has been a concern as regards delays in procurement process by Procurement Entities (PEs) in the public sector which resulted in delay of numerous development projects. This concern led to amendments on PPA, 2011 and PPR, 2013 which were done in 2016. Despite of this initiative, an assessment on efficiency of procurement process for assorted tenders floated by Procurement Entities (PEs) conducted on 23 PEs and covered 143 tenders revealed that an average time taken for the entire procurement cycle from submission of requirements by user department to contract signing was 150 days for an open and competitive tendering as compared to an average time taken from best practice of 116 days (PPRA, 2018). Also, the quality of services that intended to be obtained from procurement process in the public sector depends on the players in the field. Public officials use enacted laws and regulations for achieving organization's goals. It has been noted that some of the public goals are not met because of inadequate establishment of procurement process in organizations. The public procurement requires effective implementation of imposed procedures in order to get qualified suppliers and eventually quality products and services. However, the current situation has some deficiencies. Although previous studies (for instance, Aladejebi and Adedeji, 2015; Barsemoi, et al., 2014; Cheptora, et al., 2018; Chimberengwa, et al., 2015; Gatobu and Moronge, 2018; Kabega, et al., 2016; Masudin, et al., 2018; Livhuwani, 2012) have been conducted to examine issues relating to procurement process, there are existing gaps as far as the effectiveness of procurement process in public organization in Tanzanian context is concerned. This study intends to bridge the existing gap by critically assessing of factors affecting procurement process in public organizations using Arusha City Council as a study case.

1.4 Research Objectives

This section presents main and specific objectives of this study.

1.4.1 Main Objective

The overall objective of this study was to assess factors affecting procurement process in public organizations at Arusha City Council.

1.4.2 Specific Objectives

- i. To examine procurement practices that influence procurement process at the Arusha City Council.
- ii. To assess the influence of supplier selection procedure towards effective procurement process.
- iii. To determine challenges hindering effective procurement process at the Arusha City Council.

1.5 Research Question

The general question of the study was what are the factors affecting procurement process in public organizations at Arusha City Council?

1.5.1 Specific Questions

- i. What are the procurement practices that influence procurement process at the Arusha City Council?
- ii. What are the impacts of effective supplier selection procedure towards effective procurement process?
- iii. What are the challenges hindering effective procurement process at the Arusha City Council?

1.6 Significance of the Study

Generally, the importance of any study is either for acquisition or addition of new knowledge or sometimes can be a problem solver. This study identified vital factors for effectiveness of procurement process at the Arusha City Council (ACC). The study has also identified challenges that hold back the effectiveness of procurement process at ACC. These outcomes are beneficial to ACC and other public institutions as they will be reference point for initiatives to improve procurement process. Also, the finding provides additional literature to the body of knowledge in the relevant field.

In addition, the study finding is of significance theoretically as they support the Agency theory and contingency theory. This is from the fact that procurement can be observed to engage at least two parts with divergent goals, a purchaser and one or more vendors competing for the contract in the organization. Also there may also be several other internal stakeholders such as political leaders and central government official possibly with incompatible goals, thus adding complexity to the procurement process (Gull, 2010). Also, finding support the contingency theory which is more concerned with organizational structure which bring about both the informal and the formal organization of hierarchical and information over and above decision making structures within an organization (Otieno, 2009). All these are of essence for effectiveness of procurement process at ACC and in the public sector at large.

1.7 Scope of the Study

The study covers to assess the factors for effective procurement process in public sector using Arusha City Council (ACC) as a study case. The outcomes of the study are there more relevant to the situation applicable at ACC, although similar situations may also prevail in other local government authorities' councils as well as in other public institutions in the country.

1.8 Organization of the Study

The dissertation report consist of five chapters: The first one contains an overview of the study with the presentation of the background of the study, statement of the problem, research objectives and research questions, scope of the study and significance of the study. The Second chapter presents literature review that is theoretical and empirical literature review and the third chapter which is chapter three will presents methodology of the study which is concerned with presentations of type of the study, area and population of the study, unity of analysis, sample and sampling techniques, types and sources of data, data collection tools and data analysis, data collection methods, data analysis methods, reliability and validity of data and research ethical consideration. Chapter four presents the findings along with discussions. Chapter five presents conclusions of the study along with recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents theoretical literature review, empirical literature review, and conceptual framework. Theoretical literature review covers various theories related to procurement process; empirical literature review covers studies conducted by other researchers on the same topic while conceptual framework shows the relationships between various variables of the study.

2.2 Definition of key terms

2.2.1 Procurement

Procurement means buying, purchasing, renting, leasing or otherwise acquiring any goods or works or services through a procuring entity which spends public funds on behalf of concerned Ministry's department or regional administration of the Government or public body. Usually, procurement includes all function that pertains to obtain goods or works or services including the description of requirements, selection and invitation of tenders and preparation and award of contracts (URT, 2011). Procurement includes all activities essential in obtaining products from the supplier as well as getting it to the place where it is really used. It takes in the purchasing function, store, traffic and transportation, incoming inspection, as well as quality control and assurance. Besides, some firms include salvage and management of environmental issues in procurement. Also, procurement can be defined as purchasing, contracting and logistics, whereby logistics is taken to be inventory control, warehousing, transport, quality assurance and control. Consequently, procurement is one part of the commissioning process which refers to a specific method of purchasing goods and services such that it involves tendering for the contract (Van, 2006).

2.2.2 Public organization

According to the Public Procurement Act No. 7 of 2011, public body or public authority refers to any ministry department or agency of Government, any corporate body or statutory body authority established for the purposes of the government, any company registered under the companies ordinance being a company in which the government or any agency of Government, whether by the holding of shares or by other financial input, is in the position to influence the policy of the company, any local government authority and any parastatals organization.

2.2.3 Public Procurement

According to Public procurement Act (2011), Public Procurement is defined as the process whereby government organizations acquire or purchases goods, services or works from outside sources, it involves both national and international level. The process is normally subjected with specific rules, policies and procedures. In regards to decisions made before accomplished of such procurement.

2.2.4 Value for Money

A Business Dictionary defines value for money (VFM), as utility derived from every purchases or every sum of money spent, whereby VFM is not only based on the minimum purchase price (economy) but also on maximum efficiency and effectiveness of the purchases involved. Value for money aspects in lieu to procurement can be used to evaluate whether or not an organization have acquired the maximum intended benefits from goods, products or services procured, obtained or else acquired against the resources allocated for it.

2.2.5 Procurement Process

Procurement process is a sequence that illustrates the activities that procurement goes through in acquiring a requirement needed for operational and strategic purposes. Furthermore, procurement processes are progression of activities that procurement unit carry out its activities in buying goods and services to sustain the operations of an organisation (Weele, 2010, Monczka, 2002).

According to Emmett and Crocker (2008) procurement process encompass ten stages from the identification of need to the disbursement of the particular purchasing. The majority of organizations combine some stages in the process to decrease the lead time in addition to other administrative cost. For example, some organizations or corporate institutions combine the stages of expediting, evaluation and responsibility into one stage. Consequently, there is no distinctive number of stages of the procurement process.

(Thai, 2001) elaborated that the basic principles of good procurement process take account of accountability, whereby effective system must be in place in order to make possible for procurement entities to spend the available resources vigilantly, knowing undoubtedly that they will accountable for everything to the members of the public, competitive suppliers and all concerned bodies. In this case it is essential for procurements to be carried out through

competitive bidding process, embracing transparency along with efficiency in the system, except when there is convincing reason for outsourcing. Procurement process must be conducted consistently and with emphasis on equal treatment of all bidders irrespective of race, nationality. Practically supplier selection assists organizations to identify, evaluate, and enter into contract with suppliers for strategic partnership.

Under the normal circumstances the procurement process in public sector in Tanzania has to proceed in accordance with PPRA procedures. However, the key elements for consideration while conducting procurement encompass technical specifications, quality, and delivery time. As a rule the lowest submitted quote among bidders is determined although it is not a necessity for rising above other obtainable facts and criterions throughout evaluations process (URT, 2011).

2.2.6 Procurement function

This simply means a function within an organization that is recognized as having formal responsibility for procurement and sourcing both at strategic and operational levels. The scope of activity will typically include commercial strategy, managing the tender process, contracting, and negotiation and supplier management. Additional activities associated with the supply of third party goods and services may also be included (KPMG, 2012).

2.3 Theoretical Literature review

This study will be guided by the two theories which are Agency theory and the contingency theory

2.3.1 Agency theory

The Agency theory puts a principal-agent affiliation between the organization, its officers and employees. This relationship take place from the reality that the organization's officials and employees are holding resources in trust for the customers and more specifically the residents of the organization and carry out all their transactions for and on behalf of these customers. The theory thus puts it that it is in the best interest of the organization officers to discharge all their duties with transparency and accountability to their principals who are the residents and customers, for better realizing quality service in public sector (Thai, 2001).

Additionally, Agency theory is relevant to this study from the fact that procurement can be observed to involve at least two parts with dissimilar goals, a purchaser and one or more vendors competing for the contract in the organization. Nevertheless, besides the agency affiliation between buyer and competing vendors, there may be several other internal stakeholders probably with disagreeing goals, thus adding intricacy to the procurement process. These groups of internal stakeholders may consist of the citizens, political leaders, central government, in addition to the services recipients, (Gull, 2010).

2.3.2 Contingency theory

Distinct with the agency theory, the contingency theory is more concerned with organizational structure which brings about both the informal and the formal organization of hierarchical and information over and above decision making structures within an organization (Otieno, 2009). The contingency approach to management has its origin in the general systems theory as well as the open systems perspective. The open systems viewpoint look at the complex organization as a set of mutually dependent parts that, together, form a whole system which, in turn, is interdependent with the larger environment. The interactive nature of the elements within the organization as well as between the organization and the environment result in at least two open system features that is essential to the contingency approach. The principle of adaptation emphasize that the elements within the system acclimatize to one another to maintain the basic character of the system. Additionally, the principle of equi-finality holds that a system can attain the matching final state from disagreeing initial conditions and through a variety of paths (Hahn, 2007).

The theory also holds that there are diverse levels of fit such as human capital, technological, quality management along with decision making structures each with dissimilar performance levels. Subsequently this holds that an organization can shift from one level of fit to another progressively by positioning a strategic map which provides guidelines for the continuing change until it gets its optimal level of fit which is the identical performance of all the fit points of the organization. This is the arrangement utilised by ISO to measure organizational efficiency and performance. This aspect is adapted in public procurement to establish the level of fit realized through integration of various players in the procurement process (Demeester, et al., 2014). Thus, the theory is ideal for the assessment of the effectiveness of procurement process in achieving quality services in public organizations in Tanzania.

2.4 Empirical literature review

Empirical review shows clearly the studies that have been done by other researchers and see the research gaps that call for further research.

2.4.1 International Studies

Aladejebi and Adedeji, (2015) examined the effect of procurement planning on the performance of agricultural firms Nigeria and found that the firms involved in study were found to have very feeble enterprise resource planning for procurement activities affects the performance of the firms negatively. Nevertheless, the study didn't examine influence of supplier selection.

Dza, et al. (2013) applied content analysis to examine the strides, challenges, and improvement opportunities on procurement reforms in Africa and established that political meddling in the procurement process is a setback to the successful carrying out of public procurement in Africa. The findings revealed that in the majority of African countries, politicians manipulate the tender process and pressurize those particular contracts to be awarded to individuals or companies of their choice.

Munyawera, et al., (2018) assessed the function of procurement planning on the performance of State Corporation in Rwanda by means of inferential and descriptive statistics and found a significant relationship between procurement planning and the performance of the Rwanda Energy Group which was a study case. The study had also established that project assessment, quality specification, cost estimation, financial capacity and staff competence are amongst the determinants of realizing intended service delivery.

In a study carried out in Kenya by Njagi and Shalle (2016)) to assess the role of supplier relationship management on procurement performance in manufacturing industry by applying regression and correlation analyses it was found that supplier integration, Information Communication Technology (ICT) integration along with lead time are very important attributes of supplier relationship management which leads to improvement in procurement performance. However, the study didn't examine influences of procurement planning and staff competence on delivery of quality services.

Kipkemoi (2017) applied a descriptive research design in the examination of the effect of procurement practices on organizational performance in public sector in Kenya and established

that sharing of information via effective communication all along the supply chain build up long-term cooperation as well as coordination that assist public organization to achieve enhanced levels of efficiency along with competitiveness. However, the study didn't examined influences of procurement planning and staff competence on delivery of quality services.

In a study by Kabega, et al., (2016) to examine the effects of procurement practices on the performance of public projects in Rwanda by applying a mixed method approaches it was found that procurement planning had great contribution to positive performance of the construction projects. Also, tendering system and effective contract administration contributed to achieving good quality construction projects. However, the study didn't examine influences of supplier selection on achieving quality services in public sectors.

Dzuke and Naude (2015) applied content analysis on primary data collected by means of semi-structured interview guide to examine procurement challenges in the public sector in Zimbabwe. The study revealed that public procurement process is detracted from service delivery by a variety of challenges which include lack of procurement policy, lack of strategic recognition of the procurement function, lack of accountability in the procurement process, lack of professionalism, inadequate managerial and leadership skills and lack of funds from Treasury.

Cherotich, et al. (2018) carried out a study to examine efficiency of procurement practices on the performance of county governments in Kenya by means of descriptive and inferential statistics and established that procurement planning is very helpful in realizing good performance of county government's projects. The study found also that tendering and financial management has moderate effect on performance of projects. The study did not assess influence of staff competence on achieving quality services.

Ringwald and Nderca (2014) carried out a descriptive and exploratory study in sub-Saharan Africa and applied quantitative approach to investigate problems affecting the operational procurement process in the Zimbabwe public sector and found that the lack of transparency, accountability along with integrity in policy and process, lack of procurement professional, managerial along with leadership skills, the lack of premeditated recognition for the procurement function, the unrelenting failure to execute fitting change as well as weak and non-operational procurement policies and processes are among the frequent problems affecting public sector procurement.

Ambe and Badenhorst-Weiss (2012) explored challenges experienced in the South Africa procurement field and found that in spite of the reform processes in public procurement along with the utilization of supply chain management as a tactical tool, there are several problems in the public procurement practices which include tender irregularities and failure to comply with legislation and policies associated to the procurement and supply chain management.

Musanzikwa (2013) applied a qualitative research design to examine challenges in public procurement systems developing countries using Zimbabwe as a study case and reveals the delays in making decisions, corruption and the need to comply with procurement procedures are among the challenges in public procurement.

Chimberengwa, et al. (2015) carried a descriptive cross sectional study to examine procurement process in provincial hospitals in Zimbabwe found that poor service delivery in Zimbabwe is attributed to several challenges in the procurement process. These challenges include lack of appropriate procurement planning, burdensome procurement processes, ignorance of procurement processes, lack of proper procurement policies and legislation. These challenges resulted into problems such as stock shortages of indispensable goods such as medicines and poor quality of procured goods.

Livhuwani (2012) found that the supply chain management section in Limpopo was experiencing problems of poor service delivery as a result of lack of adequate training on public procurement processes, lack of experience as well as inadequate professional qualifications which resulted in the failure of the procurement staff to interpret, acts, rules, regulations and policies that govern management of the supply chain. Consequently due to these shortcomings procurement staffs tend to award contracts to unqualified service providers who bribe the public officers by way of monetary rewards.

Kalatya (2017) examined statistics to Influence of procurement practices on the performance of logistic firms in Kenya by applying Inferential and descriptive and found that procurement planning and e-procurement significantly influence the performance of logistic firms in Kenya. Nevertheless, the study didn't assess influences of supplier selection and staff competence on achieving quality services in the firms.

Muturi and Wanyonyi (2015) Applied to examined factors affecting procurement performance in public technical training institutions in Kenya by applying descriptive and inferential statistics and found that staff competency, ethics and information technology positively affects of the procurement function performance. However, the study didn't assess influences of procurement planning on procurement performance.

Kipkemoi (2017) make use of a descriptive research design to look at effect of procurement practices on performance of organizations in public sector in Kenya and establish that sharing of information by means of effective communication along the supply chain fortify long-term cooperation along with management that support the organization to achieve enhanced levels of productivity and competitiveness.

Kiage (2013) examined factors affecting procurement performance in the Ministry of Energy by applying descriptive research design and make obvious the importance of planning as central factor for ascertain the procurement performance in public organizations. Procurement plan is very imperative tool for accomplishment of the budget. In most cases a well-planned and proactive procurement budget is not over and above the set aside budget, and thus there must be a well-established procurement plans integrated in the budget process in compliance with the procurement laws and procedures.

Musanzikwa (2013) carried out a study in Zimbabwe to examine challenges of public procurement system in developing countries and asserted for continuous improvements for flawed procurement processes for Public Procurement Systems in Africa and other developing Countries. This is due to the facts that despite the importance of procurement functions and existence of good regulations, Procurement processes in African countries have been subjected to controversy in recent years. In view of that procurement processes need to undergo the reforms for addressing the common observed challenges

2.4.2 Local Studies

The study conducted by Rashid (2009) to assess attitude of bidders towards public procurement process shows that tendering process on aspect of evaluation took about 60 to 90 days contrary to the requirement of PPA No.2 of 2004. The law provides maximum time for evaluation of 30 calendar days. Also, the study reveals that most bidders as well as some of public procurement practitioners lack knowledge of the public procurement act and its regulations in areas of

preparing tender document, tendering procedures and tender evaluation. The study went further to give evidence that there is noted transparency in tender opening procedure along with evaluation criteria provided in the bidding document issued. The study did not investigate influence of procurement planning on achieving delivery of quality service.

Masudin, et al. (2018) applied descriptive research design to study the impact of inventory management and procurement practices on the performance organizations and established that applying world class procurement practices, e-procurement along with inventory management improve procurement performance. However, the study didn't examine of influences supplier selection procedures and procurement planning.

Shiundu and Rotich (2014) carried out a survey study to examine influential factors for procurement systems efficiency among public institutions and found that several factors such accountability in the decision-making composition; responsiveness to the needs of citizens; professionalism; transparency in the procedures along with policies and appeal rights to rectify complaints of suppliers are affecting procurement systems and processes in Africa and cited Kenya as a vivid example. The study suggested that procurement staff ought to possess sets of skills apposite in procurement activities; and adoption of e procurement.

Njagi and Shalle, (2016) deployed descriptive research design and utilized regression and correlation analyses to examine role of supplier relationship management on procurement performance in the Kenya manufacturing sector and found that effective supplier relationship management that ensure suppliers integration in the procurement process leads to an improvement in procurement performance.

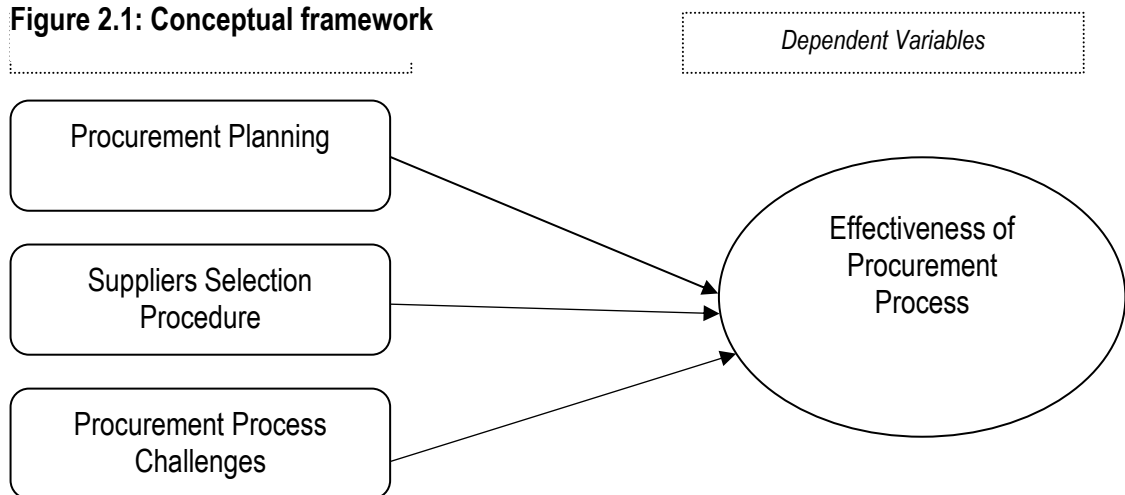
Another study by Mamiro (2010) revealed that achieving value for money in public spending is a big challenge due to lack of appropriate procurement skills and incompetence among managers and staff responsible for procurement requirement within the procuring entity. They reiterated further that rigid rules regulating public procurement function exacerbate the challenge and may results to difficulties in achieving value for money. This study did not examine influence of supplier selection and procurement planning on realizing delivery of quality services.

The study conducted by Kisinga (2011) to examine challenges that hinder application of preferential treatment to local bidders in Tanzania, shows that lack of support from top management, lack of knowledge by PEs and service providers or suppliers are the main issues persisting in public procurement. Furthermore, the study revealed that poorly trained workforce in the procurement department and lack of political contributed to unsuccessful application of preferential treatment to local providers or contractors consequently leading to unproductive public procurement system.

2.5 Conceptual framework

Figure 2.1 presents the conceptual framework of the study on the assessment of factors for effective procurement process in public sector. It is conceptualized that procurement planning and suppliers selection procedure are among the essential elements of procurement process that enable a public sector to provide quality services. It is also conceptualized that effectiveness of procurement process into ensuring effective delivery of services is hindered by several challenges such as corruption, lack of training, lack of professionalism, lack of resources, lack of supplier relationships management system, politics etc.

Figure 2.1: Conceptual framework



Source: Researcher (2020)

2.7 Research Gap

Although several previous studies (for instance, Aladejebi and Adedeji, 2015; Barsemoi, et al., 2014; Cheptora, et al., 2018; Chimberengwa, et al., 2015; Gatobu and Moronge, 2018; Kabega, et al., 2016; Masudin, et al., 2018; Livhuwani, 2012) have been conducted to examine issues relating to procurement process, there are existing gaps as far as the effectiveness of procurement process in public organization in Tanzanian context is concerned. For instance, Aladejebi and Adedeji (2015) did not look into influence of suppliers selection procedure on effective delivery of services by public organizations; Munyawera, et al. (2018) did not look at challenges affecting delivery of quality service nor did they examine influence of suppliers' selection procedure on service delivery; Chimberengwa, et al., 2015 and Jeptekeny (2015) did not examine influence of suppliers selection procedures on effective service delivery. This study intends to bridge the existing gap by critically assessing the factors for effective procurement process in public organizations using Arusha City Council as a study case.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents a description of how the study was conducted. The chapter give an outline of the research design as well as methodology used for the study and how data was collected and analysed. The study is driven by the desire to broadly assess the factors affecting procurement process in public sector which was carried out as a case of Arusha City Council (ACC).

3.3 Research Design

Saunders, Lewis and Thornhill (2012) describe research design as the broad plan employed to respond to the research question. This study employed the explanatory research design and used the survey strategy. Explanatory design smoothed the progress of establishing causal relationship between variables. In this study explanatory design enabled to establish and explain causal relationship between variables that assess factors affecting procurement process in public sector, particularly at ACC.

3.4 Research Approach

Creswell (2013) explained research approach as a course of action that consists of actions of unrestrained assumptions to wide-ranging methods of collecting data as well as analysing the collected data and interpretation of the findings. The root of research approach is on the temperament of the addressed research problem and is principally categorized into approaches of collecting data together with the approaches for data analysis. There are two approaches for data collections, namely, qualitative and quantitative approaches. Corresponding categories for the data analysis approach are the inductive (for qualitative approach) and deductive (for quantitative approach (Creswell, 2013). This study used the concurrent mixed method triangulation which engages a single study that deployed quantitative and qualitative data that are collected at the same time. The justification of this kind of investigation is to verify the findings generated by each method by means of evidence generated by the other (Saunders, Lewis and Thornhill, 2012).

3.5 Area of the Study and its Significance

The study was conducted at the Arusha City Council (ACC). ACC is selected as a study area because it is among the major local government authorities in the country with several on-going public service schemes that need an effective procurement process.

3.6 Population and Sample Size

Population is defined as a full set of cases or elements from which a sample for a study is drawn (Saunders, et al., 2012). Population for this study comprise of staffs of the ACC in various departments at the ACC headquarters and at the wards.

3.6.1 Targeted Population

Target population refers to the total group of people or objects to which a researcher is concerned with in generalizing a conclusion, or the population whereby the researcher used it for collecting data through different methods. It refers to the total number of items from which information for the study is desired (Kothari, 2010). In this study, the target population of 70 respondents was made up of staff from 13 different departments at ACC including members of procurement management unit, Head of departments, officers and staffs of the ACC who in one way or another are involved in delivery of public services which requires effective procurement process.

3.6.2 Sample Size

Sample size is the number of items or elements selected from the universe to form a study sample (Kothari, 2004). The sizes of the sample selected must be optimum to guarantee characteristics of efficiency, representativeness, reliability along with flexibility. There are various methods used to determine sample size. A sample of 41 study respondents has been determined to be appropriate for this study as shown:

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

Where

n = number of sample size

N= Number of total targeted population)

β = Level of accuracy prediction (5%)

$$n = \frac{70}{1 + 70(0.1)^2} \quad n = 41$$

3.6.3 Sample Size Distribution

The determined sample size of 41 respondents was distributed as indicated in Table 3.1 to ensure the sample is made up of respondents who are either working in the Procurement Management Unit (PMU) or are recipient of services from the PMU. Consequently, the sample comprised of 7 respondents who are members from PMU, and other 33 respondents were from user departments and 13 from head of departments who use the services of PMU.

Table 3.1: Sample size distribution

Category (department)	Sample size
Procurement management unit	7
User departments	23
Head of departments	11
Total	41

Source: Researcher 2020

3.7 Sampling Design and Procedures

The non-probability purposive sampling which focuses on the exclusivity of an instantly recognizable population under investigation as described by Palys (2008) was used to choose ACC as a suitable study area. Also, the purposive sampling methods was used get respondents are resourceful to provision of vital information to address the research questions. Specifically, purposive sampling was used select key informants to be interviewed including the procurement management unit members and others from important departments. Snowball sampling method was also used to respondents from other departments in ACC.

3.8 Types and Source of Data

The study utilized both primary and secondary data. Kothari and Garg (2015) referred to primary data as the data which are collected for the first time. These data are normally new and original in disposition.

3.9 Methods of Data Collection

Whereas secondary data was be collected through documentary reviews, primary data was collected by use of questionnaires and interviews. According to Saunders, Lewis, and Thornhill (2012), questionnaires are typically used for explanatory studies and also for explorative studies. Consequently, primary data for this study was collected from respondents through self-completed semi-structured questionnaires. Interview guide was used to collect qualitative data.

Use of interview guide is justified by its flexibility that allows the researcher to ask questions in the background of the research circumstances (Saunders, Lewis and Thornhill, 2012). These data collection instruments facilitated collection of data that provided in-depth understanding of respondents on the assessment affecting procurement process in -at the ACC.

3.10 Data Processing and Analysis

Collected data was properly organized, cleaned and coded. Cross tabulation with Chi Square Test, and Fisher Exact Test were used to examine influence of procurement planning in achieving quality services at the ACC; to examine effectiveness of supplier selection procedure in the delivery of quality services at the ACC; and to explore challenges facing the procurement process at the ACC. Content analysis was engaged to analyze the qualitative data. Statistical Package for Social Scientists (SPSS) version 16.0 was used to analyze the data.

3.11 Data Validity

Data validity concerns the degree to which the data collection method and analytical method accurately measures what they were intended to measure. In addition, while construct validity measures if the research is in actual fact measuring what is deliberated, internal validity is achieved when a research demonstrates a causal relationship between two variables. In contrast, external validity is about the questions whether the study findings can be generalized to other relatable settings (Saunders, Lewis, and Thornhill, 2012). A pilot study using a sample of 10 respondents was carried out to pre-test the data collection instruments before the massive data collection.

3.12 Data Reliability

Saunders, Lewis, and Thornhill, (2012) explained that reliability concerns whether the methods of data collection and analysis are able to produce consistence findings if they are to be repeated in an analogous study. For that reason, this research, reliability was examined by working out internal consistency. The examination established a Cronbach's alpha of 0.729 which signify that questions in the scale measures the matching.

3.13 Research ethics consideration

Considerations of research ethics are a very significant part of any research regardless of the type of data employed (Saunders, Lewis, and Thornhill, 2012). For that reason, this study adhered to all features of research ethics which are inclusive of confidentiality, anonymity, and

safety. The document was checked for plagiarism and all cited works are reflected in the reference list. In addition, the research does not involve data fabrication plus data falsification. Consent was also sought from all parties to involve in the study.

CHAPTER FOUR

PRESENTATION OF RESULTS AND DISCUSSION

4.0 Chapter Overview

This chapter provide presentations of results and discussions on the findings of the study on the assessment of factors affecting procurement process in the public sector. The study was carried out as a case of Arusha City Council (ACC) and focused on three objectives which are examination of procurement practices that influence procurement process at the ACC, Assessment of effectiveness supplier selection procedure towards effective procurement process and determine challenges hindering effective procurement process at the Arusha City Council.

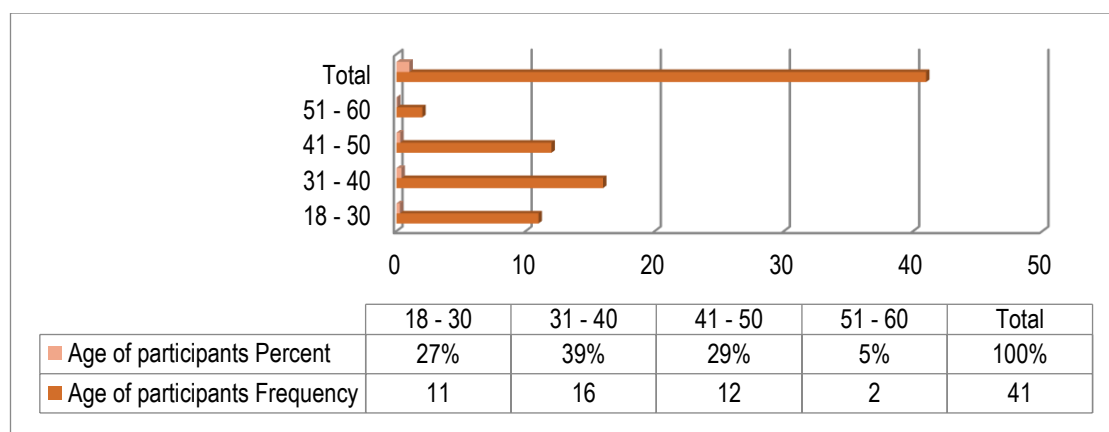
4.1 Demographic Characteristics

This section provides the demographic characteristics of the study respondents. These demographic characteristics are the gender, age, education level, duration of service and position of the respondent at ACC.

4.1.1 Age of Respondents

Figure 4.1 shows that 27 percent of study respondents are in the age group 18 - 30 years. About 39 percent of the respondents are in the age group 31 - 40 years, 29 percent of are in the age group 41-50 and 5 percent are in the age group 51 - 60 years. This outcome signifies that majority (95 percent) of the study respondents are below 50 years.

Figure 4.1: Age of respondents

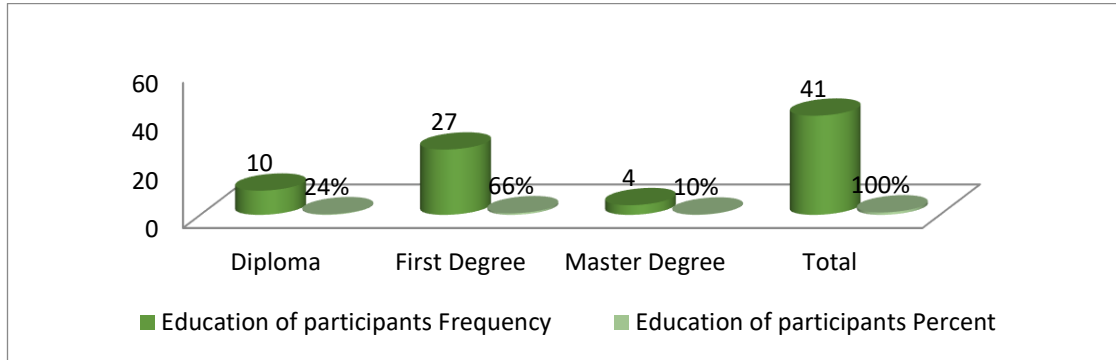


Source: Field survey, 2020

4.1.2 Education of Level of Respondents

Figure 4.2 shows that 24 percent of study respondents have diplomas, 56 percent holds first degrees, 10 percent possess master degree. This outcome suggests that majority of respondents ACC are holders of first degrees. This finding implies that respondents are well educated to be able to answer to the survey questions effectively.

Figure 4.2: Education level of respondents

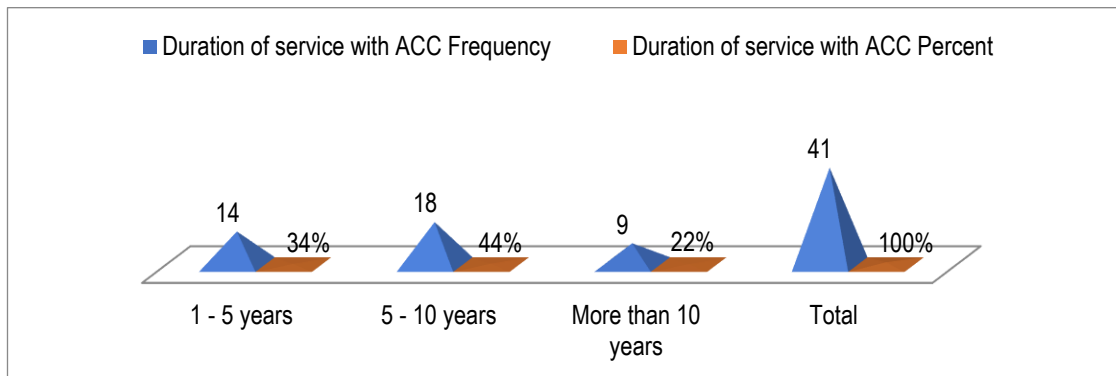


Source: Field survey, 2020

4.1.3 Duration of Service of Respondents at ACC

Figure 4.3 indicates that 34 percent of the respondents have served Arusha City Council (ACC) for a period of 1 to 5 years. About 44 percent have been working with ACC for duration of 5 to 10 years. About 22 percent of study respondents have worked with ACC for more than 10 years. This outcome suggests that all study respondents have some adequate knowledge of procurement process that is applicable at ACC.

Figure 4.3: Duration of service of respondents



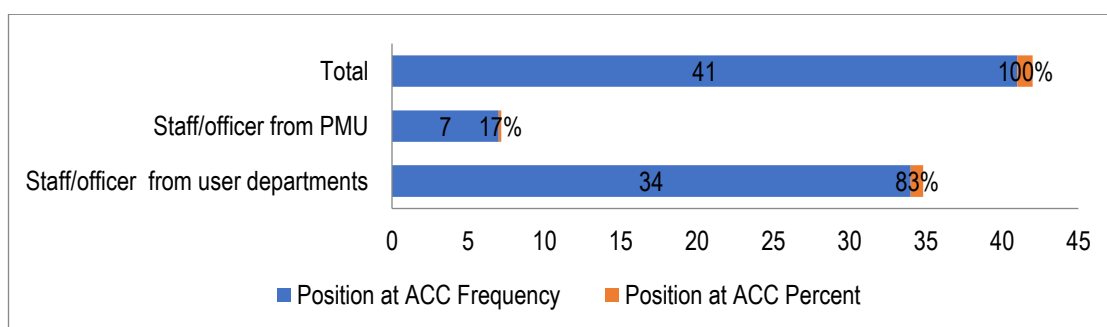
Source: Field survey, 2020

4.1.4 Position of respondents at ACC

Figure 4.4 indicates that 83 percent of the study respondents are officers and staff of ACC working in various departments which use the services of the procurement management unit (PMU) for their supplies requirements. About 17 percent of the respondents are officers and

staff working in the PMU. This composition of respondents provides a good mix of opinions on effectiveness of the procurement process at ACC.

Figure 4.4: Position of respondents at ACC



Source: Field survey, 2020

4.2 Influence of procurement practices at the ACC

This study aimed to examine influence of procurement practices at the Arusha City Council (ACC). To achieve this objective, influence of procurement planning, Influence of adoption of E-Procurement system and Influence of procurement cost estimation at ACC were examined as presented in the subsequent sections.

The study examined influence of procurement planning at the Arusha City Council (ACC). The findings reported in Table 4.1 reveals that 67.9 percent of respondents from user department believe that procurement planning has high influence on achieving services at ACC, and 32.4 percent of them believe that the influence of procurement planning in achieving services at ACC is very high. On the other hand, 42.9 percent of respondents from the Procurement Management Unit (PMU) believe that the influence of procurement planning in achieving services at ACC is high, and 57.1 percent believe the influence of procurement planning in achieving services at ACC is very high. Overall, 63.4 percent of the study respondents believe that the influence of procurement planning in achieving services at ACC is high, and 36.6 percent believe the influence of procurement planning in achieving services at ACC is very high. This finding suggest that procurement planning is a very important element of the procurement practice that facilitate achieving services at ACC.

The finding is in line with those reported by Aladejebi and Adedeji (2015) who examined the effect of procurement planning on the performance of agricultural firms Nigeria and found that weak enterprise resource planning for procurement activities affects the performance of the firms negatively. This is an indication that procurement planning is vital for effective service

delivery. Also, the finding support the outcome reported by Munyawera, et al. (2018) who assessed the function of procurement planning on the performance of State Corporation found a significant relationship between procurement planning and the performance of the Rwanda Energy Group which was a study case.

Most of the interviewed respondents said:

Generally there are good procurement practices at the Arusha City Council. These good procurement practices are a result of ACC endeavours to comply with the laid down public procurement procedures as required by Public Procurement Act of 2014 along with PPRA regulations and guidelines on public procurements.

Table 4.1: Influence of procurement planning in Achieving services

				Crosstab		
				Influence of procurement planning in achieving quality services at ACC		
				Very high	high	Total
Position in ACC	Staff/officer from user departments	Count	11	23	34	
		% within Position in ACC	32.4%	67.6%	100.0%	
		% of Total	26.8%	56.1%	82.9%	
	Staff/officer from PMU	Count	4	3	7	
		% within Position in ACC	57.1%	42.9%	100.0%	
		% of Total	9.8%	7.3%	17.1%	
Total		Count	15	26	41	
		% within Position in ACC	36.6%	63.4%	100.0%	
		% of Total	36.6%	63.4%	100.0%	

Source: Field survey, 2020

Fisher's Exact Test results presented in Table 4.2 reveals that there is a non-significant ($p > .05$) difference on the opinions of the respondents on the influence of procurement planning in achieving quality services at ACC. In particular, this finding suggest that position of the respondents at ACC did not influence their opinion on the influence of procurement planning in achieving quality services at ACC.

Table 4.2: Chi square test results on influence of procurement planning

	Value	df	Asymp. Sig. (2- sided)	Chi-Square Tests	
				Exact Sig. (2- sided)	Exact Sig. (1- sided)
Pearson Chi-Square	1.538 ^a	1	.215		
Continuity Correction ^b	.655	1	.418		
Likelihood Ratio	1.484	1	.223		
Fisher's Exact Test				.390	.207
N of Valid Cases ^b	41				

a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 2.56.

b. Computed only for a 2x2 table

Source: Field survey, 2020

4.2.2 Influence of adoption of E-Procurement system

The study examined Influence of adoption of E-Procurement system at the Arusha City Council (ACC). The findings presented in Table 4.3 indicate that 52.9 percent of respondents from user department believe that adoption of E-Procurement system has high influence on achieving services at ACC, and 47.1 percent of them believe that the influence of adoption of E-Procurement system in achieving services at ACC is very high. Then again, 71.4 percent of respondents from the Procurement Management Unit (PMU) believe that the influence of adoption of E-Procurement system in achieving services at ACC is high, and 28.6 percent believe the influence of adoption of E-Procurement system in achieving services at ACC is very high.

On the whole, 56.1 percent of the study respondents believe that the influence of adoption of E-Procurement system in achieving services at ACC is high, and 43.9 percent believe the influence of adoption of E-Procurement system in achieving services at ACC is very high. This finding suggest that adoption of E-Procurement system is a vital element of the procurement practice that smooth the progress of achieving services at ACC. The finding is in line with those reported by Masudin, et al. (2018) who examined the impact of inventory management and procurement practices on the performance organizations and established that applying world class procurement practices along with e-procurement improve procurement performance.

Table 4.3: Influence of e-procurement at acc

		Crosstab		
		Influence of adoption of E-Procurement system in achieving quality services at ACC		Total
		Very high	High	
Position in ACC	Staff/officer from user departments	Count 16	18	34
		% within Position in ACC 47.1%	52.9%	100.0%
		% of Total 39.0%	43.9%	82.9%
	Staff/officer from PMU	Count 2	5	7
		% within Position in ACC 28.6%	71.4%	100.0%
		% of Total 4.9%	12.2%	17.1%
Total		Count 18	23	41
		% within Position in ACC 43.9%	56.1%	100.0%
		% of Total 43.9%	56.1%	100.0%

Source: Field survey, 2020

Fisher's Exact Test results presented in Table 4.4 reveals that there is a non-significant difference ($p > .05$) on the opinions of respondents on the influence of adoption of E-Procurement system in achieving quality services at ACC. In particular, this finding suggest that position of the respondents at ACC did not influence their opinion on the influence of adoption of E-Procurement system in achieving quality services at ACC.

Table 4.4: Chi square test on influence of adoption of e-procurement in -at acc

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.806 ^a	1	.369		
Continuity Correction ^b	.230	1	.632		
Likelihood Ratio	.835	1	.361		
Fisher's Exact Test				.438	.321
N of Valid Cases ^b	41				

a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 3.07.

b. Computed only for a 2x2 table

Source: Field survey, 2020

4.2.3 Influence of procurement cost estimation at the ACC

The study examined influence of procurement cost estimation at the Arusha City Council (ACC). The findings reported in Table 4.5 reveals that 58.8 percent of respondents from user department believe that procurement cost estimation has high influence on achieving services at ACC, and 41.2 percent of them believe that the influence of procurement cost estimation in achieving services at ACC is very high. On the other hand, 57.1 percent of respondents from the Procurement Management Unit (PMU) believe that the influence of procurement cost estimation in achieving services at ACC is high, and 42.9 percent believe the influence of procurement cost estimation in achieving services at ACC is very high.

Overall, 58.5 percent of the study respondents believe that the influence of procurement cost estimation in achieving services at ACC is high, and 41.5 percent believe the influence of procurement cost estimation in achieving services at ACC is very high. This finding suggest that procurement cost estimation is a very important element of the procurement practice that facilitate achieving services at ACC. The finding support outcomes reported by Cherotich, et al. (2018) who carried out a study to examine efficiency of procurement practices on the performance of county governments in Kenya and established financial management have moderate effect on performance of projects.

Table 4.5: influence of procurement cost estimation at acc

				Crosstab		
				Influence of procurement cost estimation in achieving quality services at ACC		Total
				Very high	high	
Position in ACC	Staff/officer from user departments	Count		14	20	34
		% within Position in ACC		41.2%	58.8%	100.0%
		% of Total		34.1%	48.8%	82.9%
	Staff/officer from PMU	Count		3	4	7
		% within Position in ACC		42.9%	57.1%	100.0%
		% of Total		7.3%	9.8%	17.1%
Total		Count		17	24	41
		% within Position in ACC		41.5%	58.5%	100.0%
		% of Total		41.5%	58.5%	100.0%

Source: Field survey, 2020

Fisher's Exact Test results presented in Table 4.6 indicates that there is a non-significant difference ($p > .05$) on the opinions of study participants on the influence of procurement cost estimation in achieving quality services at ACC. In particular, this finding suggest that position of the respondents at ACC did not influence their opinion on the influence of procurement cost estimation in achieving quality services at ACC.

Table 4.6: Chi square test on influence of procurement cost estimation

	Value	df	Chi-Square Tests		
			Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.007 ^a	1	.934		
Continuity Correction ^b	.000	1	1.000		
Likelihood Ratio	.007	1	.935		
Fisher's Exact Test				1.000	.626
N of Valid Cases ^b	41				

a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 2.90.
b. Computed only for a 2x2 table

Source: Field survey, 2020

4.3 Influence of supplier selection procedures at the ACC

This study aimed to examine influence of supplier selection procedure at the Arusha City Council (ACC). To achieve this objective, influence of procurement tendering processing at ACC, influence of effective communication with suppliers at ACC as well as influence of supplier relationship management at ACC were assessed as presented in the following sections.

4.3.1 Influence of tender processing at the ACC

The study examined influence of procurement tendering processing at the Arusha City Council (ACC). The findings reported in Table 4.7 divulge that 82.4 percent of respondents from user department believe that procurement tendering processing has high influence on achieving services at ACC, and 17.6 percent of them believe that the influence of procurement tendering processing in achieving services at ACC is very high. On the other hand, 71.4 percent of respondents from the Procurement Management Unit (PMU) believe that the influence of procurement tendering processing in achieving services at ACC is high, and 28.6 percent believe the influence of procurement tendering processing in achieving services at ACC is very high.

Overall, 80.5 percent of the study respondents from believe that the influence of procurement tendering processing in achieving services at ACC is high, and 19.5 percent believe the influence of procurement tendering processing in achieving services at ACC is very high. This finding suggest that procurement tendering processing is a very important element of the procurement practice that facilitate effective procurement process at ACC.

A number of the interviewed respondents said:

Arusha city council is doing well as far as adherence to tendering process is concerned. The PMU seems to be doing all it can to ensure there is adequate compliance with the Public Procurement Act of 2014 along with PPRA guidelines on public procurements.

This finding support outcomes reported by Rashid (2009) who in the study to assess attitude of bidders towards public procurement process shows that tendering process on aspect of evaluation took about 60 to 90 days contrary to the requirement of PPA No.2 of 2004. The law provides maximum time for evaluation of 30 calendar days. These delays affect quality of projects.

Table 4.7: Influence of tendering process

				Crosstab		
				Influence of procurement tendering processing achieving quality services at ACC		Total
				Very high	high	
Position in ACC	Staff/officer from user departments	Count		6	28	34
		% within Position in ACC		17.6%	82.4%	100.0%
		% of Total		14.6%	68.3%	82.9%
	Staff/officer from PMU	Count		2	5	7
		% within Position in ACC		28.6%	71.4%	100.0%
		% of Total		4.9%	12.2%	17.1%
Total		Count		8	33	41
		% within Position in ACC		19.5%	80.5%	100.0%
		% of Total		19.5%	80.5%	100.0%

Source: Field survey, 2020

Fisher's Exact Test results presented in Table 4.8 indicates that there is a non-significant difference ($p > .05$) on the opinions of study participants on the influence of tendering processing in achieving services at ACC. In particular, this finding suggest that position of the respondents at ACC did not influence their opinion on the influence of tendering process at ACC.

Table 4.8: Chi square test in influence of tendering process at acc

	Value	df	Chi-Square Tests		
			Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.441 ^a	1	.507		
Continuity Correction ^b	.020	1	.888		
Likelihood Ratio	.409	1	.523		
Fisher's Exact Test				.606	.416
N of Valid Cases ^b	41				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.37.

b. Computed only for a 2x2 table

Source: Field survey, 2020

4.3.2 Influence of effective communication with suppliers

The study examined Influence of effective communication with suppliers at the Arusha City Council (ACC). The findings presented in Table 4.9 indicate that 76.5 percent of respondents from user department believe that effective communication with suppliers has high influence on achieving quality services at ACC, also 23.5 percent of them believe that the influence of effective communication with suppliers in achieving quality services at ACC is very high. On the other hand, 57.1 percent of respondents from the Procurement Management Unit (PMU) believe that the influence of effective communication with suppliers in achieving quality services at ACC is high, and 42.9 percent believe the influence of effective communication with suppliers in achieving quality services at ACC is very high.

In general, 73.2 percent of the study respondents believe that the influence of effective communication with suppliers in achieving quality services at ACC is high, and 26.8 percent believe the influence of effective communication with suppliers in achieving quality services at ACC is very high. This finding suggest that effective communication with suppliers is a vital element of the procurement practice that smooth the progress of achieving quality services at ACC. This finding agrees with those reported by Kipkemoi (2017) who looked at effect of procurement practices on performance of organizations in public sector in Kenya and established that sharing of information by means of effective communication along the supply chain fortify long-term cooperation along with management that support the organization to achieve enhanced levels of productivity and competitiveness.

Table 4.9: Influence of effective communication with suppliers

				Crosstab		
				Influence of effective communication with suppliers in achieving quality services at ACC		Total
				Very high	high	
Position in ACC	Staff/officer from user departments	Count	8	26	34	
		% within Position in ACC	23.5%	76.5%	100.0%	
		% of Total	19.5%	63.4%	82.9%	
	Staff/officer from PMU	Count	3	4	7	
		% within Position in ACC	42.9%	57.1%	100.0%	
		% of Total	7.3%	9.8%	17.1%	
Total		Count	11	30	41	
		% within Position in ACC	26.8%	73.2%	100.0%	
		% of Total	26.8%	73.2%	100.0%	

Source: Field survey, 2020

Fisher's Exact Test results presented in Table 4.10 indicates that there is a non-significant difference ($p > .05$) on the opinions of study participants on the influence of effective communication with suppliers in achieving quality services at ACC. In particular, this finding suggest that position of the respondents at ACC did not manipulate their opinion on the influence of effective communication with suppliers in achieving services at ACC.

Table 4.10: Chi square test on influence of effective communication on procurement process

		Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.105 ^a	1	.293		
Continuity Correction ^b	.339	1	.560		
Likelihood Ratio	1.026	1	.311		
Fisher's Exact Test				.361	.270
N of Valid Cases ^b	41				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.88.

b. Computed only for a 2x2 table

4.3.3 Influence of supplier relationship management

The study examined Influence of supplier relationship management services at the Arusha City Council (ACC). The findings presented in Table 4.11 indicate that 76.5 percent of respondents from user department believe that supplier relationship management has high influence at ACC, and 23.5 percent of them believe that the influence of supplier relationship management in achieving services at ACC is very high. Then again, 57.1 percent of respondents from the Procurement Management Unit (PMU) believe that the influence of supplier relationship management in achieving services at ACC is high, and 42.9 percent believe the influence of supplier relationship management in achieving services at ACC is very high.

In general, 73.2 percent of the study respondents believe that the influence of supplier relationship management in achieving services at ACC is high, and 26.8 percent believe the influence of supplier relationship management in achieving services at ACC is very high. This finding suggest that supplier relationship management is an imperative element of the procurement practice that smooth the progress of achieving services at ACC. The finding is in line with the outcome reported by Njagi and Shalle, (2016) who in the examination of the role of supplier relationship management on procurement performance in the Kenya manufacturing sector found that effective supplier relationship management that ensure suppliers integration in the procurement process leads to an improvement in procurement performance.

Table 4.11: Influence of supplier relationship management

		Crosstab		
		Influence of supplier relationship management in achieving quality services at ACC		Total
		Very high	high	
Position in ACC	Staff/officer from user departments	Count 8	26	34
		% within Position in ACC 23.5%	76.5%	100.0%
		% of Total 19.5%	63.4%	82.9%
	Staff/officer from PMU	Count 3	4	7
		% within Position in ACC 42.9%	57.1%	100.0%
		% of Total 7.3%	9.8%	17.1%
	Total	Count 11	30	41
		% within Position in ACC 26.8%	73.2%	100.0%
		% of Total 26.8%	73.2%	100.0%

Source: Field survey, 2020

Fisher's Exact Test results presented in Table 4.12 indicates that there is a non-significant difference ($p > .05$) on the opinions of study participants on the influence of supplier relationship management in achieving services at ACC. In particular, this finding suggest that position of the respondents at ACC did not manipulate their opinion on the influence of supplier relationship management in achieving services at ACC.

Table 4.12: Chi square test on influence if suppliers relationship management

	Value	df	Chi-Square Tests		
			Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.105 ^a	1	.293		
Continuity Correction ^b	.339	1	.560		
Likelihood Ratio	1.026	1	.311		
Fisher's Exact Test				.361	.270
N of Valid Cases ^b	41				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.88.

b. Computed only for a 2x2 table

Source: Field survey, 2020

4.4 Challenges hindering effectiveness procurement process at the ACC

This study aimed also to determine challenges hindering effectiveness of procurement process at the ACC. To achieve this objective, several challenges such as delays in decision making, lack of fund from treasury and lack of support from top management in procurement process were determined as presented in the following sections.

4.4.1 Effect of delays in decision making on effectiveness of procurement process

The study determined effect of delays in decision making on effectiveness of procurement process at the Arusha City Council (ACC). The findings presented in Table 4.13 indicate that 79.4 percent of respondents from user department agree, and 20.6 strongly agree that delays in decision making is a challenge that hinder effectiveness of procurement process at ACC. On the other hand, 71.4 percent of respondents from the Procurement Management Unit (PMU) agree, and 28.6 strongly agree that delays in decision making is a challenge that hinder effectiveness of procurement process at ACC.

In general, 78 percent of respondents agree, and 22 strongly agree of the study respondents believe that delays in decision making is a challenge that hinder effectiveness of procurement

process at ACC. This finding suggest that decision making on procurements processes should not be delayed at ACC. The finding supports the outcome reported by Musanzikwa (2013) on the study to examine challenges in public procurement systems developing countries using Zimbabwe as a study case and revealed that delays in making decisions, corruption and the need to comply with procurement procedures are among the challenges in public procurement.

Table 4.13: Effect of delays in decision making on effectiveness of procurement process

				Crosstab		
				Delays in decision making is a challenge that hinder the effectiveness of procurement process		Total
				Agree	Strongly Agree	
Position in ACC	Staff/officer from user departments	Count	27	7	34	
		% within Position in ACC	79.4%	20.6%	100.0%	
		% of Total	65.9%	17.1%	82.9%	
	Staff/officer from PMU	Count	5	2	7	
		% within Position in ACC	71.4%	28.6%	100.0%	
		% of Total	12.2%	4.9%	17.1%	
Total		Count	32	9	41	
		% within Position in ACC	78.0%	22.0%	100.0%	
		% of Total	78.0%	22.0%	100.0%	

Source: Field survey, 2020

Fisher's Exact Test results presented in Table 4.14 indicates that there is a non-significant difference ($p > .05$) on the opinions of study participants on the effect of delays in decision making on the effectiveness of procurement process at ACC. In particular, this finding suggest that position of the respondents at ACC did not influence their opinion on the effect of delays in decision making on effectiveness of procurement process at ACC.

Table 4.74: Chi square test on effect of delays i decision making of effectiveness of procurement process

	Value	df	Chi-Square Tests		
			Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.216 ^a	1	.642		
Continuity Correction ^b	.000	1	1.000		
Likelihood Ratio	.205	1	.650		
Fisher's Exact Test				.637	.488
N of Valid Cases ^b	41				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.54.

b. Computed only for a 2x2 table

Source: Field survey, 2020

4.4.2 Effect of lack of fund from treasury on effectiveness of procurement process

The study examined effect of lack of fund from treasury on effectiveness of procurement process at the Arusha City Council (ACC). The findings presented in Table 4.15 indicate that 73.5 percent of respondents from user department agree, and 26.5 strongly agree that delays in lack of fund from treasury is a challenge that hinder effectiveness of procurement process at ACC. On the other hand, 71.4 percent of respondents from the Procurement Management Unit (PMU) agree, and 28.6 strongly agree that lack of fund from treasury is a challenge that hinder effectiveness of procurement process at ACC.

In general, 73.2 percent of respondents agree, and 26.8 strongly agree of the study respondents believe that lack of fund from treasury is a challenge that hinder effectiveness of procurement process at ACC. This finding suggest that lack of fund from treasury hinder effectiveness of procurements processes at ACC.

Table 4.15: Effect of lack of fund from treasury on procurement process

Crosstab					
			Lack of fund from treasury is a challenge that hinder the effectiveness of procurement process		Total
			Agree	Strongly Agree	
Position in ACC	Staff/officer from user departments	Count	25	9	34
		% within Position in ACC	73.5%	26.5%	100.0%
		% of Total	61.0%	22.0%	82.9%
	Staff/officer from PMU	Count	5	2	7
		% within Position in ACC	71.4%	28.6%	100.0%
		% of Total	12.2%	4.9%	17.1%
Total	Count	30	11	41	
	% within Position in ACC	73.2%	26.8%	100.0%	
	% of Total	73.2%	26.8%	100.0%	

Source: Field survey, 2020

Fisher's Exact Test results presented in Table 4.16 indicates that there is a non-significant difference ($p > .05$) on the opinions of study participants on the effect of lack of fund from treasury on the effectiveness of procurement process at ACC. In particular, this finding suggest that position of the respondents at ACC did not influence their opinion on the effect of lack of fund from treasury on effectiveness of procurement process at ACC.

Table 4.16: Chi square test on effect of lack of fund from treasury on effectiveness of procurement process

	Value	df	Chi-Square Tests		
			Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.013 ^a	1	.909		
Continuity Correction ^b	.000	1	1.000		
Likelihood Ratio	.013	1	.910		
Fisher's Exact Test				1.000	.619
N of Valid Cases ^b	41				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.88.

b. Computed only for a 2x2 table

Source: Field survey, 2020

4.4.3 Effect of lack of support from top management on effectiveness of procurement process

The study examined effect of lack of support from top management on effectiveness of procurement process at the Arusha City Council (ACC). The findings presented in Table 4.17 indicate that 82.4 percent of respondents from user department agree, and 17.6 strongly agree that lack support from top management is a challenge that hinder effectiveness of procurement process at ACC. On the other hand, 57.1 percent of respondents from the Procurement Management Unit (PMU) agree, and 42.9 strongly agree that lack of support from top management is a challenge that hinder effectiveness of procurement process at ACC. In general, 78 percent of respondents agree, and 22 strongly agree of the study respondents believe that lack of support from top management is a challenge that hinder effectiveness of procurement process at ACC. This finding suggest that lack of support from top management hinder effectiveness of procurement processes at ACC.

Table 4.17: Effect of lack of support from top management on effectiveness of procurement process

				Crosstab		
				Lack of support from top management is a challenge that hinder the effectiveness of procurement process		Total
				Agree	Strongly Agree	
Position in ACC	Staff/officer from user departments	Count	28	6	34	
		% within Position in ACC	82.4%	17.6%	100.0%	
		% of Total	68.3%	14.6%	82.9%	
	Staff/officer from PMU	Count	4	3	7	
		% within Position in ACC	57.1%	42.9%	100.0%	
		% of Total	9.8%	7.3%	17.1%	
	Total	Count	32	9	41	
		% within Position in ACC	78.0%	22.0%	100.0%	
		% of Total	78.0%	22.0%	100.0%	

Source: Field survey, 2020

Fisher's Exact Test results presented in Table 4.18 indicates that there is a non-significant difference ($p > .05$) on the opinions of study participants on the effect of lack of support from top management on the effectiveness of procurement process in achieving quality services at ACC. In particular, this finding suggest that position of the respondents at ACC did not influence their opinion on the effect of lack of support from top management on effectiveness of procurement process at ACC.

Table 4.18: Chi square test on effect of lack of support from top management on effectiveness of procurement process

	Chi-Square Tests				
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.153 ^a	1	.142		
Continuity Correction ^b	.933	1	.334		
Likelihood Ratio	1.907	1	.167		
Fisher's Exact Test				.165	.165
N of Valid Cases ^b	41				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.54.

b. Computed only for a 2x2 table

Source: Field survey, 2020

On the Theoretical perspective, the findings support the Agency theory from the fact that procurement can be observed to engage at least two parts with divergent goals, a purchaser

and one or more vendors competing for the contract in the organization. However, apart from the agency relationship between buyer and competing vendors, there may also be several other internal stakeholders such as political leaders and central government official possibly with incompatible goals, thus adding complexity to the procurement process (Gull, 2010).

The find support also the contingency theory which is more concerned with organizational structure which brings about both the informal and the formal organization of hierarchical and information over and above decision making structures within an organization (Otieno, 2009). The theory also holds that there are diverse levels of fit such as human capital, technological, quality management along with decision making structures each with dissimilar performance levels. All these are vital for effectiveness of procurement process at ACC and in the public sector at large.

CHAPTER FIVE SUMMARY, CONCLUSIONS & RECOMMENDATIONS

5.1 Introduction

This chapter brings forward the conclusion, recommendations, and policy implications along with critical evaluation of the study on the assessment of factors affecting procurement process at the Arusha City Council (ACC). At the start, the chapter presents a summary of the study findings.

5.2 Summary

5.2.1 Influence of procurement practices at the ACC

This study examined influence of procurement practices at the Arusha City Council (ACC). To achieve this objective, influence of procurement planning at ACC, Influence of adoption of E-Procurement system at ACC and Influence of procurement cost estimation at ACC were examined as presented in the subsequent sections.

The examination of the influence of procurement planning at the Arusha City Council (ACC). The findings indicates that 36.6 percent of the study respondents believe that the influence of procurement planning at ACC is very high, and 63.4 percent believe the influence of procurement planning at ACC is high. This finding suggest that procurement planning is a very important element of the procurement practice that facilitate achieving best services at ACC. Fisher's Exact Test results reveals that there is a non-significant ($p > .05$) difference on the opinions of study participants on the influence of procurement planning at ACC.

The findings on the examination of Influence of adoption of E-Procurement system at the Arusha City Council (ACC) reveals that 43.9 percent of the study respondents believe that the influence of adoption of E-Procurement system at ACC is very high, and 56.1 percent believe the influence of adoption of E-Procurement system at ACC is high. This finding suggest that adoption of E-Procurement system is a vital element of the procurement practice that smooth the progress at ACC. Fisher's Exact Test results presented in Table 4.2 reveals that there is a non-significant difference ($p > .05$) on the opinions of study participants on the influence of adoption of E-Procurement system at ACC.

The findings on the examination of the Influence of procurement cost estimation at the Arusha City Council (ACC) reveals that 41.5 percent of the study respondents believe that the influence of procurement cost estimation at ACC is very high, and 58.5 percent believe the influence of procurement cost estimation in achieving quality services at ACC is high. This finding suggest that procurement cost estimation is an indispensable element of the procurement practice that facilitate achieving quality services at ACC. Fisher's Exact Test results reveals that there is a non-significant ($p > .05$) difference on the opinions of study participants on the influence of procurement cost estimation at ACC.

5.1.2 Influence of supplier relationship management

The study examined Influence of supplier relationship management at the Arusha City Council (ACC). The findings indicate that 73.2 percent of the study respondents believe that the influence of supplier relationship management at ACC is high, and 26.8 percent believe the influence of supplier relationship management at ACC is very high.

The findings on the examination of the influence of procurement tendering processing at the Arusha City Council (ACC) divulge that 80.5 percent of the study respondents believe that the influence of procurement tendering processing at ACC is high, and 19.5 percent believe the influence of procurement tendering processing services at ACC is very high. This finding suggest that procurement tendering processing is a very important element of the procurement practice that facilitate at ACC. Fisher's Exact Test results indicates that there is a non-significant difference ($p > .05$) on the opinions of study participants on the influence of tendering processing at ACC.

The findings on the examination of the Influence of effective communication with suppliers at the Arusha City Council (ACC) indicate that 73.2 percent of the study respondents believe that the influence of effective communication with suppliers at ACC is high, and 26.8 percent believe the influence of effective communication with suppliers at ACC is very high. This finding suggest that effective communication with suppliers is a vital element of the procurement practice that smooth the progress at ACC. Fisher's Exact Test results indicates that there is a non-significant difference ($p > .05$) on the opinions of study participants on the influence of effective communication with suppliers at ACC.

The findings on the examination of the Influence of supplier relationship management at the Arusha City Council (ACC) indicate that 73.2 percent of the study respondents believe that the influence of supplier relationship management at ACC is high, and 26.8 percent believe the influence of supplier relationship management at ACC is very high. This finding suggest that supplier relationship management is an imperative element of the procurement practice that smooth the progress of achieving quality services at ACC. Fisher's Exact Test results indicates that there is a non-significant difference ($p > .05$) on the opinions of study participants on the influence of supplier relationship management at ACC.

5.1.3 Challenges hindering effectiveness procurement process at the ACC

This study also examined challenges hindering effectiveness of procurement process at the Arusha City Council (ACC). To achieve this objective, several challenges such as delays in decision making, lack of fund from treasury and lack of support from top management in procurement process were examined as presented in the following sections.

The findings on the examination of the effect of delays in decision making on effectiveness of procurement process at the ACC indicate that 78 percent of respondents agree, and 22 strongly agree that delays in decision making is a challenge that hinder effectiveness of procurement process at ACC. This finding suggest that decision making on procurements processes should not be delayed at ACC. Fisher's Exact Test results indicates that there is a non-significant difference ($p > .05$) on the opinions of study participants on the effect of delays in decision making on the effectiveness of procurement process at ACC.

The findings on the examination of the effect of lack of fund from treasury on effectiveness of procurement process at the Arusha City Council (ACC indicate that 73.2 percent of respondents agree, and 26.8 strongly agree of the study respondents believe that lack of fund from treasury is a challenge that hinder effectiveness of procurement process at ACC. This finding suggest that lack of fund from treasury hold back effectiveness of procurements processes at ACC. Fisher's Exact Test results indicates that there is a non-significant difference ($p > .05$) on the opinions of study participants on the effect of lack of fund from treasury on the effectiveness of procurement process at ACC.

The findings on the examination of the effect of lack of support from top management on effectiveness of procurement process at the Arusha City Council (ACC) indicate that 78 percent

of respondents agree, and 22 strongly agree of the study respondents believe that lack of support from top management is a challenge that hinder effectiveness of procurement process at ACC. This finding suggest that lack of support from top management constrain the effectiveness of procurement processes at ACC.

5.3 Conclusions

Following the findings on the examination of influence of procurement practices at the Arusha City Council (ACC), it is concluded that procurement planning, adoption of E-Procurement system and procurement cost estimation are very important elements of the procurement practice that contribute to the effectiveness of the procurement process at ACC. It is also concluded that supplier relationship management, tender processing and effective communication are vital elements for supplier selection procedure that contribute to the effectiveness of the procurement process at ACC. It is also concluded that effectiveness of procurement process at ACC is hindered by several challenges such as delays in decision making, lack of fund from treasury and lack of support from top management.

5.4 Recommendations

The subsequent recommendations are suggested to enable Arusha City Council (ACC) as well as other public organizations to improve effectiveness of procurement process:-

- i. It is recommended that ACC and other public organizations should make sure they hold on to best practices on procurement process with due consideration to national standards along with international standards on public procurements.
- ii. It is also recommended that ACC and other public organization should formulate standardized check lists for the best practices in procurements.
- iii. It is as well recommended that top management at ACC and other public organization should fulfil their responsibilities effectively by providing prompt decisions relating to public procurements in their respective areas of authorities.
- iv. Also, Arusha City Council (ACC) members, Executive director and treasury should strive to ensure that approved funds for procurement needs relating to development projects and public services are provided adequately and in time to ensure public services are carried out effectively and achieve the required quality.

5.5 Suggestion for Further Studies

Studies to examine influences of corruption and politics on public procurement performance in local government authorities in Tanzania are suggested. The studies should investigate how corruption and politics interfere with procurement process and their effects on value for money of public projects.

5.6 Policy Implications

Tanzania's public procurement system is guided by the Public Procurement Act 2004 along with guidelines and regulations provided from time to time by the Public Procurement Regulatory Authority (PPRA). Consequently, public organizations, including local government authorities, in Tanzania are charged with full responsibility for apposite procurement decisions and their administration as given in the administrative framework of the Public Procurement Act. Accordingly, on the basis of the recommendations of the study, ACC and other public organizations ought to appraise their internal procurement policies to integrate the recommendations that will assist in improving procurement process.

5.7 Evaluation of the Study

Carrying out this study was indeed fascinating and brings new experience to me. But, completion of the study was not easy. There were several challenges particularly on data collection due to short time available to complete the study as per IAA time frame. Another challenging area was on data organization, data analysis and research report writing. The most critical factor that causes these challenges is limited time available to finalize the study. But through passion and will power to finalize this study fruitfully, the challenges were overcome and ultimately the study was finalized successfully.

5.8 Limitations of the study

This study was conducted in only one local government authority due to financial constrain along with limited time available, Consequently, these limiting factors may possibly limit its generalization to all public institutions in the country.

REFERENCES

- ADB/OECD, 2008. *Fighting Bribery in public procurement in Asia and the Pacific*. s.l., Asian Development Bank/Organisation for Economic Cooperation and Development , pp. 1-247.
- Aladejebi, O. A. & Adedeji, A. O., 2015. Effect of Procurement Planning on the Performance of Selected Agricultural Firms in Ondo State, Nigeria. *Journal of Research in National Development*, 13(2), pp. 25-39.
- Ambe, I. & Badenhorst-Weiss, J., 2012. Procurement challenges in the South African Public Sector. *Journal of Transport and Supply Chain Management* , Volume 1, pp. 242-261.
- Basheka, B. C. & Mugabira, M. I., 2008. *Measuring professionalism variables and their implications to procurenet outcomes in Uganda*. Kampala, s.n.
- Boston University, 2016. *Correlation and Regression with R*. [Online] Available at: https://sphweb.bumc.bu.edu/otlt/MPH-Modules/BS/R/R5_Correlation-Regression/R5_Correlation-Regression4.html[Accessed 08 September 2020].
- Cherotich, C., Ngacho, C. & Omari, S., 2018. Effectiveness of Procurement Practices on the Performance of County Governments in Kenya: A Case of Kericho County Government.. *IJARKE Journal of Business and Management*, 1(1), pp. 261-273.
- Chimberengwa, P. et al., 2015. Procurement process at Gwanda Provincial Hospital, Matabeleland South Province, Zimbabwe, 2012: A descriptive cross sectionoal study. *Australian Journal of Public Health Epidemiology*, 2(1), pp. 1-6.
- Choy, K. & W.B., L., 2002. On the development of a case based supplier management tool for multinational manufacturers.. *Measuring Business Excellence*, 6(1), pp. 15-22.
- Creswell, 2013. *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*. s.l.:Sage Publication.
- De Boer, L. & Telgen, J., 2006. Purchasing Practise in Dutch Municipalities. *Journal of Supply Management*, 34(2), pp. 31-36.
- Demeester, L., De Meyer, A. & Grahovac, J., 2014. The role of operations executives in strategy making. *Journal of Operations Management*, 32(7-8), pp. 403-413.
- Dza, M., Fisher, R. & Gapp, R., 2013. Procurement reforms in Africa: The strides, challenges, and improvement opportunities. *Journal of Public Administration Research* , 2(2), pp. 49-57.
- Dzuke, A. & Naude, M., 2015. Procurement challenges in the Zimbabwean public sector: A preliminary study. *Journal of Transport and Supply Chain Management* , 9(1), pp. 1-9.

- Emmett & Crocker, 2008. *Excellence in Procurement*. Cambridge Academic:: Gt. Shelford, Cambridge.
- Fleming, Q. W., 2003. *Project procurement management*.. First ed. s.l.:Quality Books, Inc. , FMC Press.
- Gayed, Y., 2013. *The influencing factors of public procurement policy development-the case of Libya*, Manchester, United Kingdom: University of Salford .
- Goldkuhl, G., 2012. Pragmatism vs interpretivism in qualitative information systems research. *European Journal of Information System*, 21(2), pp. 135-146.
- Gull, 2010. The Public Purchasing Profession Revisited. *Journal of Public Budgeting, Accounting and Financial Management*, 12(2), pp. 272-290.
- Hahn, 2007. Systems and Structures in organizations. *Journal of principles on organizations management*, 22(2), pp. 18-21.
- James, U. V., 2004. *Public Policy and the African Environment: An Examination of the Theory and Practice of the Planning Process of the Continent*. Ashagte: Prentice.
- Kabega, C., Kule, J. W. & Mbera, Z., 2016. Effects of Procurement Practices on Performance of Public Projects in Rwanda: A Case Study of Bugesera District Office Construction Project. *International Journal of Economics, Commerce and Management United Kingdom*, 4(5), pp. 377-395.
- Kiage, J., 2013. Factors Affecting Procurement Performance: A Case of Ministry of Energy. *International Journal of Business and Commerce*, 3(1), pp. 54-70.
- Kipkemoi, R. T., 2017. *Effect of Procurement Practices on Organizational Performance Within The Public Sector: A Case of East African Portland Cement Company Limited.*, Nairobi: Effect of Procurement Practices on Organizational Performance Within The Public Sector: A Case of East African Portland Cement Company Limited. .
- Kisinga, C., 2011. *The Challenges in Applying Preferential Treatment of Local Firms in Public Procurement*. Dar es Salaam: Mzumbe University.
- Livhuwani, T., 2012. *Impact of the supply chain management on service delivery: The case study of Provincial Department of Economic, Development, Environment and Tourism in the Limpopo Province* , Limpopo: University of Limpopo.
- Mamiro, G., 2010. *Value for Money, The Limping Pillar in Public Procurement - Experience from Tanzania*. s.l.:s.n.
- Marill, K. A., 2004. Advanced Statistics: Linear Regression, Part II: Multiple Linear Regression. *Academic Emergency Medicine*, Volume 11, pp. 94-102.

- Masudin, I., Kamara, M., Zulfikarijah, F. & Dewi, S., 2018. Impact of Inventory Management and Procurement Practices on Organization's Performance. *Singaporean Journal of Business Economics, and Management Studies*, Volume 6, pp. 32-39.
- Monczka, T. a. H. (. E., 2002. *Purchasing and Supply Chain Management*. 2nd ed. New York: Thomson Learning.
- Munyawera, S., Mulyungi, D. P. & Ismail, D. N., 2018. Role of Procurement Planning Practices on Performance of State Corporation in Rwanda: A Case of Rwanda Energy Group. . *International Journal of Management and Commerce Innovations*, 6(1), pp. 709-718.
- Musanzikwa, M., 2013. Public procurement system challenges in developing countries: The case of Zimbabwe. *International Journal of Economics, Finance and Management Sciences*, 1(2), pp. 119-127.
- Muturi, W. & Wanyonyi, S. C., 2015. Factors Affecting Performance of Procurement Functioning Among Public Technical Training Institutions in Kisumu County, Kenya. *International Journal of Economics, Commerce and Management*, 3(5), pp. 27-42.
- Njagi, M. M. & Shalle, N., 2016. Role of supplier relationship management on procurement performance in manufacturing sector in Kenya: A case of East African Breweries. *International Academic Journal of Procurement and Supply Chain Management*, 2(1), pp. 1-12.
- Owuoth, G. & Mwangangi, P., 2015. Effect of Public procurement regulations on procurement performance in the public sector in Kenya - A case of Rural Electrification Authority'. *International Journal of Social Sciences management and Entrepreneurship*, 2(1), pp. 171-184.
- Peter, H. A., 2012. *The Dynamics of Procurement Management: A Complexity Approach*. 1st ed. s.l.:s.n.
- PPRA, 2018. *PPRA, 2018. Annual Performance Evaluation Report For Financial Year 2017/18*, Dar Es Salaam: Pubic Procurement and Regulatory Authority (PPRA)..
- Ringwald, K. & Ndercaj, V., 2014. *Driving economic development through public sector procurement: An introductory study to identify the common challenges facing public sector procurement in Sub-Saharan Africa*. s.l.:s.n.
- Roodhooft, F. & Abbeele, A., 2006. Public procurement: Consulting services evidence and comparison with private companies. *International Journal of Public Sector Management*, 19(5), pp. 490-512.

- Sarfo, P. & Baah-Mintah, R., 2013. Assessing the Effect of the Procurement Act (663) on the Public Financial Management in Ashanti Region. *American Journal of Rural Development*, 1(4), pp. 91-98.
- Saunders, M., Lewis, P. & Thornhill, A., 2012. *Research Methods for Business Students*. Sixth ed. Harlow: Pearson Education Limited..
- Seidu, S., Fatawu, A. & Ahmed, S., 2014. Assessing the contribution of Public Procurement in revenue mobilization in Ghana. *International Journal of Economics, Commerce and Management*, 2(9), pp. 1-20.
- Smith, M. C., 2004. *Modern Approach to Procurement Management*. Harlow Essex: Pearson Education Ltd.
- Tan, K., Chong, S. & Uchenna, C., 2009. Factors influencing the adoption of internet-based ICTs: evidence from Malaysian SMEs. *International Journal of Management and Enterprise Development*.
- Thai, K., 2001. Public procurement re-examined. *Journal of Public Procurement*, 1(1), pp. 9-50.
- Thuo, C. & Njeru, A., 2014. Effects of public procurement reforms on service delivery at National Spinal Injury Hospital in Nairobi. *International Journal of Business and Commerce*, 3(8), pp. 70 -81.
- Thompson, K., 2015. Positivism and Interpretivism in Social Research. *ReviseSociology*.
- UNDP/IAPSPPO, 2006. *Sustainable procurement guidelines: Economic, social and environmental considerations in public procurement*, Geneva : UNDP.
- URT, 2011. *Public Procurement Act No.7 of 2011, GN. 446*. Dar es Salaam: URT.
- Uyarra, E. & Flanagan, K., 2010. Understanding the innovation impacts of public procurement. *Journal of European Planning Studies*, 18(1), pp. 123-143.
- Van Weele, A. J., 2006. *Purchasing and Supply Chain Management: Analysis, Strategy, Planning and Practice*. 4th ed. Sydney: s.n.
- Vellapi, M., 2010. *Public procurement for sustainable development*, s.l.: Ministry of Highways, Sri Lanka.
- Waters, D., 2004. *Waters D. (2004). Introduction to Supply Chain Management, (2nd Edition), Palgrave Macmillan, Britain*. 2nd ed. London: Palgrave Macmillan.
- Weele, V. J., 2010. *Purchasing and Supply Chain Management*. 5th ed. Learning: Cengage.
- World Bank, 2006. *Preparation of Guidelines on How to Prevent Corruption and Promote Integrity in the Selection and Employment of Professional Consultants*, New York: s.n.

APPENDIX 1: SURVEY QUESTIONNAIRE

This survey questionnaire is for collection of data required for a study on Assessment of factors affecting Procurement Process in Public Sector which was carried out as a case of Arusha city council (ACC) The study is conducted as part of requirement for the award of Master of Business Administration - Procurement and Supplies Management of the Institute of Accountancy Arusha Please respond to all questions to the best of your knowledge by ticking in a provided box.

1. Gender

Male

Female

2. Age

18-30

31-40

41-50

51-60

Above 60

3. Level of education

Certificate Diploma Undergraduate Masters Ph.D. other specify.....

4. Position in the organization / Affiliation with ACC

i. Staff from Procurement management unit

ii. Staff from user departments

5. How long have you worked in the organization?

1 to 5 years 5 to 10 years More than 10

6. Please indicate by ticking the extent to which of the following procurement practices are influencing effectiveness of procurement process at ACC.

Factor in consideration	Very High	High	Moderate	Low	Very Low
Influence of procurement planning at ACC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Influence of adoption of E-Procurement system at ACC.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Influence of procurement cost estimation at ACC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. From your point of view, kindly rate the following attributes relating to influence of supplier selection process

Factor in consideration	Very High	High	Moderate	Low	Very Low
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	High				Low
Influence of procurement tendering process at ACC					
Influence of effective communication with suppliers on procurement performance.					
Influence of supplier relationship management at ACC					

8. Do you think the following challenges are hindering the effectiveness procurement process at ACC?

Statement	Strongly agree	Agree	Unsure	Disagree	Strongly disagree
Delays in decision making is a challenge that hinder the effectiveness procurement process at ACC					
Lack of transparency is a challenge that hinder the effectiveness procurement process at ACC					
Lack of fund from treasury is a challenge that hinder the effectiveness procurement process					
Lack of support from top management is a challenge that hinder the effectiveness procurement process at ACC					

INTERVIEW GUIDE

1. What are the main challenges that are hindering the effectiveness procurement process at ACC?

.....
.
.....
.....
.....
.....

2. *Do you think ACC procurement process is effective in delivery of quality services?*

.....
.....
.....

3. *Do the ACC top management provide adequate support to the procurement process?*

.....
.....
.....
.....