

The Impact of Public Procurement Reforms on Service Delivery in Ghana

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Abstract

This research studied the impact of public procurement reforms on services delivery in public enterprises, a case study of Accra Metropolitan. The objectives of the study include; To establish the procurement systems that were in place before the public procurement reforms in Ghana; to assess the Government Public Procurement Reforms that was put in place in 1997 in Ghana; to identify the impact of Public Procurement Reforms on services delivery in Ghana and to establish the factors affecting service delivery in Accra Metropolitan. Data was collected using self-administered questionnaires. The study used stratified and purposive sampling techniques to draw representative samples and 100 respondents were involved in the study. The study sampled 100 respondents, 42 of whom were Local government leaders and employees, 50 procurement professionals and non-professionals, and 8 providers. These respondents were drawn from the three divisions and the Metropolitan headquarters. The research established the procurement systems that were in place before the public procurement reforms, it assessed the Government Public Procurement Reforms that were put in place and identified the impact of Public Procurement Reforms on Accra Metropolitan. Also the study undertook to examine the roles of different stakeholder in procurement planning and the following were found out; defining procurement requirements, dividing requirements allocated to a single procurement process into separate lots, integration of the diverse decision and activities, ensuring availability of sufficient funds to run the plans, developing of proposals and evaluation of potential service providers. Some factors were found to be affecting service delivery and these included the following corruption, lack of finances, the challenge of getting the right service provider, limited skilled personnel, also poor communication. The findings of this study revealed that there is a positive impact of public procurement reforms on procuring and disposing entities. It was found out that the CTB was the main overseer of the procurement process in Ghana before the reforms; the reforms in place include: formation of the municipal contracts committee, the creation and staffing of a procurement unit among others, though the reforms are still incomplete due to serious capacity bottlenecks. The study also recommends the following; Corruption should be reduced by enforcing of strict rules and giving penalties, training the recruited workers, the procurement team should carryout research so as to find out a reliable service. In light of these findings, it was recommended that the government should harmonize the rules and regulations and carry out systematic review of the existing legal framework, it should also focus on fighting corruption in public procurement and further training is required for Local government authorities to enhance clear understanding of the PPA Act No. 1 of 2003 to its full potential as a finance and budget control mechanism.

Keywords: *Public Procurement Reforms, Procurement Systems, Procurement Quality Public Sector Procurement*

1.0 INTRODUCTION

According to PPA Act 2003 (Act 663) "procurement" means acquisition by purchase, rental, lease, hire purchase, license, tenancy, franchise, or any other contractual means, of any type of works, services or supplies or any combination. Van Wheel (2005) defines procurement planning as the process of determining the procurement needs and the timing of their acquisition and funding such that the entire operations are met as required in an efficient way. He adds that it generates power that propels the engine of the procurement process. Thus a mistake in procurement planning may culminate into diverse implications in the organization that may deter its progress. Public procurement involves more than just purchasing. Generally procurement begins with a design phase in which needs are identified, scope of works determined, costs estimated and bid packages prepared. This is followed by the tendering phase in which offers of supply are invited, evaluated, and accepted or rejected. Award of the contract is followed by the implementation phase in which the performance of the contract is managed.

Procurement takes many forms and encompasses the acquisition of consumables (goods), real property, Capital Equipment such as computers, built assets such as Hospitals, Roads and major facilities, and services such as Office accommodation, security and cleaning. Procurement can be multifaceted and often complex. Procurement strategies now typically include the acquisition of multiple outcomes (services, delivery, along with economic, environmental and social), more innovative contract management and arrangements, long term concession periods

and innovative risk allocation and relationship arrangements such as allowancing. (Australian procurement and construction councils).

The public procurement function in Ghana can be traced as far back as a round Independence in 1962, but it was further precipitated by the Public Finance regulations under the Public Finance Act of 1964. This system was more centralized and to all the public procurement activities, the threshold value of 1000 US dollars was being awarded to the Central Tender Board (Edgar 2006) in the Ministry of Finance except the Military and Police who had their independent Tender boards. Consequently the size of Government procurement expanded and the Centralized procurement system was characterized by several shortcomings which included heavy clogging of Tender requests, attendant bureaucratic delays, inefficiency, corruption, lack of accountability and transparency. (PPA annual report, 2005) and yet procurement in Ghana accounted for larger proportions of total expenditure of 70%.

Article 190 of the Ghanaian constitution states that district councils shall prepare comprehensive and integrated development plans incorporating the plans of lower level governments for submission to the National Planning Authority and Article 194 of the constitution mandates the central government to transfer funds in form of grants to local governments in order to implement decentralized services. As part of the efforts to adopt a long term and strategic view of their procurement needs and management, most countries have resorted to turning to their annual procurement plans as a possible 'problem-solver.' However procurement plans are hindered by corruption which diverts decision-making and the provision of services from those who need them to those who can afford them (Langseth, Kato, Kisubi & Pope, 1997).

According to National Service Delivery Survey (2008), the government has the obligation to provide services to its citizens and to steer economic growth and development through the provision of public services. The public service is the main implementing machinery for national development programmes and specifically, the delivery of public services. It is therefore very important for the public service to monitor and evaluate the delivery of public services and to obtain feedback from service recipients, regarding their efficiency and effectiveness. The National Service Delivery Survey (NSDS) has been institutionalized by Government as a key instrument to that effect. Under the Public Service Reform Programme, surveys are conducted in the sectors of education, health, road infrastructure, water and sanitation, agriculture and governance among others. Definition of Service Delivery according to Oboth (2001) noted that in as far as the Local Government Act, the constitution and any other statutes that are studied, there is no definition of the phrase (service delivery) either deliberately or ignorantly. However he said, Service is a system or arrangement that supplies public needs. Whereas delivery is periodical performance of a service. Therefore service delivery is a system or arrangement of periodical performance of supplying public needs.

According to Helmsing (1995) in his study defines service delivery as a deliberate obligatory decision by the elected or appointed officials to serve or deliver goods and services to the recipients. Heskett (1987) defines service delivery as an attitudinal or dispositional sense, referring to the internationalization of even service values and norms. In service delivery, the system of delivery must view tax payers as customers, this therefore calls for placing "a high priority on delivery of personalized efficient customer service (Mourney1991)." He further noted that attitudes exhibited by service providers employees and managers must be aimed at developing good working relations and ensuring that customers (tax payers/citizens) are handled well while being served. Strengthening service delivery is a key strategy to achieve the Millennium Development Goals. This includes the delivery of interventions to reduce child mortality, maternal mortality, and the burden to HIV/AIDS, tuberculosis and malaria. Service provision or delivery is an immediate output of the inputs into the health sector, education sector among other sectors. Increased inputs should lead to improved service delivery and enhanced access to services. Ensuring availability and access to services is one of the main functions of a local government. Such services should meet a minimum quality standard (Development Assistance Committee 2005).

The Government accepted the findings of the taskforce and concurred with all its recommendations in June 1999, the Government then proceeded with the implementation of the key reform activities which included: Enactment of a law to replace the statutory instrument in 2003, Ensurance of regulations, reporting forms and Guidelines attendant on the Act in. 2003 in order to operationalise the system, Preparation and release of standard bidding documentation when the institutional and legal frame work was completed. By the end of 2003, the main focus then shifted completely on to the operational dimensions of the Authority and the procuring entities in order to enable the reform system to deliver fully on its mandate. (Edgar 2003).

Currently, the Ministry of Finance, planning and Economic Development plays a policy and regulatory role in the public Procurement and disposal of public Assets. There are over 100 procuring and disposal Entities (PDES) at the central Government level to which the procurement function is decentralized and each entity has an accounting Officer, A contracts Committee, Procuring and Disposal unit and user department each with a separate function in the procurement system. (PPA Annual report 2005).

The Government of Ghana recognizes that procurement is a strategic activity that supports the delivery of Government goods and services. The Government is able to respond to cost pressures, the realities of a declining revenue base and the changing service expectations of the community by utilizing the power of Government procurement. The adoption of public procurement reform principles will assist to generate significant annual savings and efficiencies by encompassing primary drivers such as value for money, risk management, probity and Accountability. The public procurement reform principles are:- Enhancing procurement capability and practice; Procurement discipline; Improving purchasing advantage; Achieving excellence procurement; The Implementation of these principles underpinned by opportunities created by adopting strategic focus will shift procurement from a peripheral support activity to an important management function. This will better position the Government to advance efficiencies and enhance accountabilities in the purchase of goods and services. (Australian Procurement and Construction Councils). The study was therefore aimed at establishing the impact of Public Procurement Reforms on service delivery.

2.0 REVIEW OF LITERATURE

The term procurement is usually confused with purchasing. Procurement is modern, complex and has a wider term than purchasing. According to Lyson and Farrington (2006), procurement generally includes activities prior to the act of purchase, such as: identification and definition of a business needs; surveying the market to identify potential suppliers and gather intelligence. They argued that traditional definitions of purchasing are outdated and insufficient when it comes to what organizational buyers actually do. They imply that purchasing is reactive, transactional, and tactical whilst procurement is proactive, relational, and strategic and has integrated role of the function in modern organizations. Hence its adoption in many organization charts and job titles. In the nutshell they defined procurement as 'a functional area of business or a player in the supply chain responsible for acquisition of inputs or supplies to support an organisation corporate strategy and competitive advantage. It can be concluded from the explanation above that procurement is a business function that acquire inputs (goods and services) for the organization in relation to the right price, source, quantity, time, source to meet the needs of users and also contribute to the organisation financial and corporate objectives.

2.1 Private and Public Procurement

Public procurement has progressively be used in both public and private sector due to its significance. The fundamental objectives that underpin procurement practices in private and public institutions often differ as a result of different business environment they operate. Though both may use similar techniques, their applications may differ due to the fact that they each have different intent. Capgemini (2012) defined public procurement as the use of public funds by government entities (ministries, agencies, departments and other state owned organizations) to acquire or secure goods and services to support operations of the organisation.

2.1.1 Public Procurement Act, 2003 (Act 663), Ghana

The Government of Ghana enacted the Public Procurement Act, 2003 (663) in the year 2003 to regulate the procurement function in the Ghanaian public sector. It provides general standards and procedures that governs procurement.

2.1.2 Procurement Structures

Public Procurement Authority (PPA): The Public Procurement Authority (PPA) was established as a constitutional advisory body to coordinate, direct and develop public procurement practices and procedures in Ghana. It ensures that rules and regulations as stipulated in the Act are consistently complied by all public institutions. The main objectives of the Act provides uniform procedures, transparency and accountability for all procurement operations to achieve value for money. It covers the standard procurement cycle from procurement planning to completion of contracts and general evaluation of procurement performance. Consistent application of the Act by public institutions is important to realize and improve effectiveness, efficiency, transparency, uniformity of documents and decisions as expected.

Procurement Entity (PE): The Act describe Procurement Entity as any organization or person that is mandated legally or administratively to do procurement.

Head of Procurement Entity (HE): The Head of Procurement Entity is any officer to whom power is given to ensure that the rules and regulations enshrined in the Act are abided. The HE is mandated by the Act to establish Procurement Unit and recruit or staff the unit with experience and competent personnel with requisite qualifications to manage procurement operations on behalf of the organization. The procurement responsibilities include assessing and approving contracts recommended or submitted by the Procurement Unit or the Tender Evaluation Panel; act's as Chairman for the Entity Tender Committee or sit as a member in the case of Tender Review Board.; sign contracts on

the entity's behalf; and resolve or review complaints submitted by aggrieved tenderers (suppliers, contractors, or consultants) under Section 79 of the Act.

Procurement Unit (PU): A Procurement Unit is a functional area in the Procurement Entity responsible for all procurement acquisitions and management of procurement processes.

Entity Tender Committee (ETC): Section 1 of the Act stipulates that every Procurement Entity is required to establish a Tender Committee to review, update and approve procurement plans submitted by the Procurement Unit. The committee is also responsible to reject a submission with reasons for award of contracts within its approving threshold submitted or recommended by either the Tender Evaluation Board or the Procurement Unit.

Tender Evaluation Panels: Is an adhoc body of not more than five members appointed to assist the work of the Entity Tender Committee by evaluating tenders. The members are required to be skilled, knowledgeable and experience relevant to procurement requirements.

2.1.3 Procurement Principles

Public as well as private procurements are subject to central principles which in effect achieve the intended purpose of all procurement activities. As stipulated in the Act 663, the public procurement principles include Professionalism, value for Money, Competition, Accountability, Fairness, Efficiency, Ethical Approach, and Separation of Duties.

Professionalism: It is required that procurement operations is to be managed by competent, knowledgeable, skilled and qualified personnel in order to make informed procurement decisions in every Procurement Entity.

Transparency: It is expected that public procurement is executed in a fair and transparent procedures where same procedures and information are applied to all prospective tenderers that want to do business with the government.

Value for Money (Economy): This principle is vital in measuring the effectiveness of procurement process (inputs and outcomes). It is the ideal way of assessing the whole life cost and quality to procurement that meet users' expectation or needs. Organizations are expected to achieve value for money for every items procured or in their procurement processes. Some time ago, organizations have the assumption that the value for money is achieved by just accepting the lowest tender price submitted by a prospective supplier. But currently, whole value for money in procurement is considered on the basis of the whole life cost of the item procured. This include price of the item, installation, maintenance, and other non-monetary factors.

Competitiveness: The Act require entities to encourage larger participation of suppliers in the tendering processes. Procurement practitioners are to use advertising, sourcing reviews, pre-qualifications, and transparent procedures to encourage fair and transparent competition for suppliers so as to minimize costs and increase potential supply base for their entities.

Ethical Approach: This is connected with beliefs and principles about what is right and wrong. It governs actions and decisions.

Separation of Duties: The Head of Entity in every public institutions is required to ensure that the principle of separation of duties is maintained through the assistance of the procurement officer or project manager (in the case of projects). This prevents interference in public procurement processes. In situations where there are staff constraints, management should try as much as possible to ensure that the procurement processes are controlled by someone with procurement background or knowledge.

2.2 Roles Under Taken by the Procuring Entity

There is now very limited doubt among policy makers, managers, professionals and academicians about the role of public procurement planning in facilitating government operations in both developed and developing countries (Goh, Lau & Neo, 1999). Public procurement is increasingly recognized as a profession that plays a significant role in the successful management of public resources. According to PPDA Regulations (2006), the following should be undertaken during Procurement Planning in local government in Ghana:

2.3 Preparing a multi annual work plan

Each user department should prepare a multi-annual rolling work plan for procurement based on the approved budget, which is submitted to the procurement and disposal unit to facilitate orderly execution of annual procurement activities. A procurement plan is integrated into the annual and multi-annual sector expenditure programme to enhance financial predictability, accounting and control over procurement budgets. A procurement and disposal unit uses the combined work plan to plan, organize, forecast and schedule the procuring and disposing entity's procurement activities for the financial year, section 96 of the PPDA regulations (2006).

2.3.1 Defining procurement requirements for an entity

It is the role of each entity in the local government to define its procurement requirements, identify all of the items they need to procure (Agaba & Shipman, 2007). Creating a sound financial justification for procuring them, listing all the tasks involved in procuring their services, scheduling those tasks by allocating timeframes and resources. Through a Procurement Plan template, the procuring entity can quickly and easily define its procurement requirements, the method of procurement and the timeframes for delivery (Basheka, 2008).

2.3.2 Aggregation of Requirements for the Procuring Entity.

The aggregation of requirements takes into account, the market structure for the items required, items which are of a similar nature and which are likely to attract the same potential bidders, the optimum size and type of contract to attract the greatest and most responsive competition or the best prices, items which are subject to the same method of procurement and bidding conditions, items which shall be ready for bidding at the same time, items which shall be subject to the same conditions of contract, potential savings in time or transaction costs, the appropriate size of contract to facilitate the application of any preference and reservation schemes, and the optimum number and size of contracts to facilitate management and administration of contracts by the procuring and disposing entity.

2.3.3 Dividing Requirements Allocated to a Single Procurement Process

It is the role of the procuring entity to divide requirements allocated to a single procurement process into separate lots if it is anticipated that the award of several separate contracts would result in the best overall value for the procuring and disposing entity. Where a number of lots are to be procured under the same procurement process, the solicitation documents shall clearly state; the number of lots included in the procurement process, the nature and size of each lot, the minimum and maximum number of lots, if any, for which a bidder may bid, the proportion of each lot for which a bidder may bid, or whether a bid shall be for complete lot and the method of evaluating multiple lots.

2.3.4 Integration of Diverse Decisions

(Mawhood, 1983) contends that during procurement planning, the procuring unit brings about effective integration of the diverse decisions and activities of members on the technical planning committee not only at a point of time but also over a period of time. It is by reference to the framework provided by planning that members on the technical planning committee make major decisions on local government activities, in an internally consistent manner.

2.3.5 Estimating the Value of the Works, Services or Supplies Required

In estimating the value of the works, services or supplies required and confirming the availability of funds, a procuring entity shall ensure that the estimate is realistic and that- the estimate is based on up-to-date information, technical advice is sought, where required, and the confirmation of availability of funding takes into account the total acquisition cost in accordance with regulation 227 of the PPDA Regulations (2006).

2.3.6 Specific Role of the Accounting Officer

During procurement planning the accounting officer ensures that the public entity establishes a procurement unit, appoints members of the tender committee, procurement committee and other, structures in accordance with Act and the Regulations. Appointing members of the tender committee, appointing members of tender evaluation committees, Ensuring procurement plans are prepared, Ensuring proper documentation of procurement proceedings.

2.3.8 Ensuring availability of Sufficient Fund.

Where payment to a service provider is anticipated to last more than one financial year, it is the role of the accounting officer to ensure that financial provision is made in the budget estimates for the appropriate year to support the procurement during the subsequent years. The accounting officer also ensures that sufficient funds are budgeted for framework contracts every financial year, to cover the full cumulative cost of call off orders anticipated for each year for a framework contract.

2.4 Role of Citizens in Procurement Planning.

Citizens and their organizations also have very important roles to play in the procurement planning for their local governments and some of these are:

2.4.1 Assisting the Town Council to Accurately Decide.

Assisting the town council to accurately decide on which services are to be expanded and improved, particularly during the planning stages and insisting that the council consults citizens during decision-making (Basheka, 2008).

2.4.2 Developing of proposals

Chuan & Leu (2009) noted that Residents also work with Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs) and political parties to develop proposals for the council to consider during planning. Communities can also request the town council to appoint a committee of community representatives to monitor processes as well as to advise the town council on priorities for service extension and improvement.

2.4.3 Evaluation of Potential Service Providers

Communities or their representatives can also play some role in the evaluation of potential service providers, the involvement of communities in service provision and monitoring of the performance of service providers is vital in planning. This kind of involvement of citizens ensures that procurement planning and decision-making process reflect their needs and priorities and lead to the types of decisions that will make an effective services delivered in an open, fair and democratic local government (Livingstone & Charlton, 2001).

2.5 Factors Affecting Service Delivery

Poor service delivery and governance remains an overwhelming challenge in most African countries and factors attributed to be affecting local governments include the following among other;

Poor Infrastructures. In Ghana, the provision of better infrastructures has lagged being over years. There are poor roads and inadequate electricity supply and hence Ghana still stands in need of better infrastructures (Proceedings of National Investment Conference, 2003).

Corruption: Public procurement, at the local government level, is believed to be one of the principle areas where corruption in Ghana takes place ("National Public Procurement Integrity Baseline Survey," 2006). Corruption is disastrous to the sound functioning of any government department. Corruption has been an intractable problem in many developing countries; especially where it has become systematic to the point where many in government have a stake. It diverts decision-making and the provision of services from those who need them to those who can afford them (Langseth, Kato, Kisubi & Pope, 1997). According to Lawal (2000) further asserts that corruption has been rampant among the senior civil bureaucrats to whom the public funds meant for developmental purposes are entrusted. Generally, wide-scale embezzlement by officials of the grassroots has made the needed development of the grassroots a tall dream and has rendered them financially incapable to discharge their constitutionally assigned responsibilities hence compromising service delivery.

Risk of Integrity; at every stage of public procurement, there are risks of integrity. During the pre-bidding period; starting from needs assessment, common risks include lack of adequate needs assessment, planning and budgeting of public procurement, requirements that are not adequately or objectively defined, an inadequate or irregular choice of the procedure and a timeframe for the preparation of the bid that is insufficient or not consistently applied across bidders (OECD, 2007). All these concern the function of procurement planning. Should local government's procurement system fail to manage these risks, accountability and eventual service delivery is seriously threatened.

Lack of enough Finance; despite the increase in the total amount of funds available to local government in Ghana, its economic and financial profile is still poor as compared to the development programme it is expected to carry out. This situation is not unconnected to the mismanagement and embezzlement of these funds by the local councils (Bailey, 1998). Ahmed (2005) further noted that many local governments in Ghana, however, are unable to deliver services to residents. He said this might be because of lack of finances or lack of capacity to provide a good service at an affordable price. So local governments should find other ways to ensure that the services are improved and reach the people most in need of them.

Challenge of getting the right service provider: In the provision of public services, it is a challenge to get the actual providers to be accountable for quality and efficiency as well as to have the resources and management authority to do the job well. The general feeling in the hotspots is that political leadership lacks responsiveness to issues raised by communities, incompetent, prone to corruption and with high degree of disregard for the communities which also compromises the delivery of services in local governments.

Poor Communication with Communities: The other contributing factor is that local ward committees are not fully operational, resulting in poor communication with communities. Ward committees have been the focus of considerable attention by government as well civil society, with substantial investment already made in an attempt to

ensure that these structures have the necessary capacity and resources required for them to fulfill their envisaged roles as the voices of communities (Langseth, 1997). At the same time, questions that are often asked are how effective are these institutions; whether they are useful conduits for community involvement in local governance; whether, as created space for public participation, they are inherently capable of playing the critical role expected of them towards service delivery.

Financial Mismanagement and Non-Compliance with Financial Legislation: The local government Act requires all local governments to “take reasonable steps to ensure that their resources are used effectively, efficiently and economically”. Good financial management is the key to local delivery. It is quite disturbing to note that most local governments are generally associated with the worst form of financial management. Corruption, financial mismanagement and non-compliance with financial legislation are common. Consequently, this result to poor performance thus the delivery of social services is compromised.

The availability and shortage of the required skills: Parasuraman et al (1996) points that skills deficit within local governments remains a major challenge. A significant number of local governments do not have the managerial, administrative, financial and institutional capacity to meet the rising needs of local people. This situation is exacerbated by the decline of municipal professional and poor linkages between local government and tertiary education sector. As a result these local governments cannot meet their required performance standards hence impacting adversely on the delivery of services.

General Indiscipline: Indiscipline is rampantly perceived and well pronounced among the workers in local government (Hernon & Whitman, 2001). They further said that senior officers who travel to their families away from their offices on Friday return very late the following Monday or may decide to stay back till Tuesday; and the junior members of staff who directly or indirectly observe this more often than not are in the habit of playing truant with their jobs. Little or no commitment to duty has become a rule rather than an exception.

Misplaced Priority: Hard-earned and limited resources accrued to and raised by local government are always mismanaged. Priorities are misplaced; projects are done not according to or as demanded by the people but regrettably in tune with the selfish end and aggrandizement of the political leadership in collaboration with the senior bureaucrats at the local government level of administration (Johan, 2006).

Paucity of technical knowledge and Capacity. As a key ingredient of a well-functioning modern legal and Institutional public procurement framework caused by poor dissemination of the PPDA Act and regulations is one of the major challenges encountered by Procuring and Disposing Entities in Ghana. This is further compounded by lack of knowledge on how to marshal reform through the political and bureaucratic processes and how to manage change. The lack of capacity by PDES to implement the very comprehensive procurement regulations and preparation of a proper and comprehensive procurement legal framework demands that those undertaking the work possess a combination of good legal skills and substantial issues (Hunya, 1999). These reforms are still incomplete and serious capacity bottlenecks continue to impede the correct efforts to put in place a fair and competitive public procurement system, as the procurement activities are fairly decentralized. There is also tension between National and international standards. This, however depends on the speed with which policies, laws and regulations are harmonized. (Odhiambo and Kamau, 2003/2006).

Limited political will and deeply vested interests. The current procurement system in Ghana has loose or opaque rules which are also poorly enforced, therefore providing opportunities for misuse of the contract award process through corruption or other mismanaged arrangements (Hunja 1999). Those in the public sector and their counterparts in public institutions who benefit from fraud systems have very deep vested interests in the maintenance of the quo. In Ghana, access means to reward political supporters, and of financing political parties programs. Those wishing to maintain the status quo resist change quite strongly because such reforms will normally involve the loss of direct economic and or political benefits.

Further still, the political leadership often lacks the will to expand the political capacity necessary to overcome the resistance of often powerful economic forces. For instance, In January 2004, the Ministry of Defense was not in compliance with the PPDA Act. It had not constituted a contracts committee and it had not separated its procurement in an ‘open and restricted’ list, in consultation with the PPDA as required. Items on the ‘open’ list are required to comply fully with the open competitive bidding methods stipulated in the Act while those in the restricted list only utilize the restricted bidding methods of the Act. The ministry seems to name and define the two lists without consulting the PPDA (Ghana CPAR, 2004).

2.5 Indicators of Quality Service Delivery

Parasuram et al (1985) gave the indicators of service delivery to include reliability, tangibility, responsiveness, accessibility, and empathy as discussed below:

Accessibility: Failure to have access to the use of facilities will render some limited services since they are not used optimally and yet services depends on the use of the facilities (Ssemayengo, 2005). Services that are not accessible are regarded as being of poor quality and those that can be easily accessible are regarded as high quality services.

Reliability: This is the probability of a service failing within a specified time period. Among the common measures of reliability are the average time to first failure, the average time between failures, and the failure rate per unit time (Balunywa, 1998). For example if a battery is to give 1.5 volts either in the mornings or evenings. This voltage should be 1.5 volts, if it varies, the battery will be unreliable and considered poor by not delivering the required services (Kakuru, 2004).

Completeness: For a service to be perceived as service, it should contain all the features that satisfy the customers' expectation (Kakuru, 2004). It should have all its primary operating characteristics with all the measurable attributes so as to be ranked as high service (Balunywa, 1998).

Timeliness: Delay in service delivery will make the services to lose the meaning and hence a service should be offered in time before it becomes irritating to the consumer (Ssemayengo, 2005). Services which are delivered in time are said to be of good service and those that are not delivered in time are said to have poor service.

Conformance: This is the degree to which a service design and operating characteristics meet established standards. Good service is therefore equated with operation within a tolerance degree (Balunywa, 1998). The question here is that can the service achieve the core purpose for which it is intended? If the service performs as expected and intended it will be considered good service offered.

Safety: How safe is it to use the service? Does it protect users before, during and after use? Certain services like roads may be a problem when being used. Some services are also not very safe when being used as they easily cause harm to the users. Services that are not safe to use are considered poor services and those that are safe to use are looked at as expected services (Kakuru, 2004).

3.0 METHODOLOGY

The researcher adopted a survey research design. It combined both qualitative and quantitative approaches. Qualitative approaches included use of interviews, documentary review and observations. These provide details that come from direct quotations from the exact words said by respondents as suggested by Kakooza (2002). Quantitative approaches involved use of descriptive statistics generated with frequency tables and pie charts. These approaches were adopted to enable the researcher collect and analyze relevant information concerning peoples' opinions about the impact of public procurement reforms on the performance of procuring and disposal entities.

3.1 Study Variables.

The study was guided by the following two variables; Public Procurement Reforms as an independent variable and services delivery as the dependent variable.

3.2 Study Population and Sample Size

The population studied included the staff from Accra Metropolitan and residents of Accra Metropolitan who are the beneficiaries of the services provided. A sample of 100 respondents out of the total of 150 of the study population were selected and approached by the use of simple random sampling method and interviewed at different levels.

Table 1: Showing the Number and Type of Respondents

Category of respondents	Study Population	Sample size	Percentage (%)
Local government officials	50	10	10.0
Budget committee members	10	6	6.0
Service providers	20	10	10.0
Beneficiaries (residents)	100	74	74.0
Total	180	100	100

Source: Primary Data; 2018

3.3 Sampling Procedures and Methods.

According to Sekaran (2003), sampling is the process of choosing the research units of the target population, which are to be included in the study. The samples to use in the study were selected using purposive sampling which is a function of non-probability sampling. Under purposive sampling technique, the researchers purposely choose who, in their opinion are thought to be relevant to the research topic. In this case, the judgment of the researcher was more

important than obtaining a probability sample. The process of sampling in this case involved purposive identification of the respondents. The following method was used in determining the sample size;

$$P = F/N * n.$$

Where; F = Number in the category

N= Total population

P= Number of the respondents obtained from the group

n= Total Number of the respondents wanted

In the same way, probability sampling technique was used in order to get the sample size. In this way, purposive sampling technique was adopted as the respondents selected according to their level of involvement and knowledge in accountability and management of contracts in Public Procurement and those who was assumed to have unique and valid information about the topic under study. The researcher selected the respondents according to their level of responsibility in public procurement.

3.4 Methods of Data Collection

The researcher will use the following methods and tools to collect data for the study. Open-ended and closed ended questionnaires were used and the respondents was allowed to fill the questionnaire in their own time and this made respondents have freedom to give answers to sensitive questions thus privacy issues that was observed as the respondents were victimized and where necessary the researcher was filling the responses as per the respondents.

The questionnaires collected data from procurement professionals and non-professionals as well as Metropolitan authorities working hand in hand with the procurement department and selected staff from the district management selected from the study population. The questionnaires were chosen because it's relatively cheap to administer to respondents scattered over a large area. In addition, the method provides information with minimum errors and ensures a high level of confidentiality.

Interviews helped the researcher to obtain more information from the respondents as the researcher was able to make interactions with the respondents by asking questions. During this time the researcher was using an interview guide that enabled him to collect information related to the study objectives. In addition to interview guides, informal interviews were also used to solicit responses and these were conducted by the researcher. These provided confidence and protection to the respondents and thus opened up for more information. This tool further helped in the respondents who were not able to write and read and also helped the researcher to make observations as he took note in his notebook.

This includes data collected from different sources such as the internet, newspapers, text books, magazines and journals. This provided information helpful during the study and opened up the researcher's mind in understanding the study variables of Procurement Reforms and Procuring and Disposal Entities in Ghana in depth and helped him to make analysis of the past trends of various authors in relation to the topic under study.

According to the study, data handling was done as follows; after collecting the data, it was recorded manually. This involved editing, coding, classifying and tabulating the data to a representative level for analysis. Editing was done by selecting the valid and useful information from the study respondents' responses that was in relation to the study objectives. Coding was done for proper analysis, noting the relationship among the data given by the respondents. The researcher classified the data categorically to ensure that every respondent was able to bring out their essential pattern

3.5 Data Analysis

Data analysis was done after collecting the edited and coded data from the study field. The coded and edited data was analyzed to get meaningful information about the research problem. This was done to discover the strength of the study variable considered by the study for accuracy of research interpretation. Both quantitative and qualitative techniques were adopted in analyzing the data. Qualitative data refers to the data collected from respondents that cannot be easily presented in numerical form and the researcher analyzed this type of data by normal data processing identifying the responses from respondents that were relevant to the research problem. Mainly such data was analyzed by explaining the facts collected from the field under which the researcher was able to quote respondents' responses. For the quantitative technique, data was presented in form of pie charts, tables, percentages and conclusions were drawn to compliment the qualitative data.

4.0 DATA ANALYSIS

This chapter analyses, presents and discusses the data collected during the study. The departments of finance, internal audit, Procurement and Disposal Unit (PDU) and Metropolitan authorities alongside procurement

professionals and nonprofessionals in Accra Metropolitan were studied. The data is discussed under themes concerning socio-demographic characteristics of the study subjects, to establish the procurement systems that were in place before the public procurement reforms in Ghana, to assess the Government Public Procurement Reforms that were put in place in 1997 in Ghana, to identify the impact of Public Procurement Reforms on services delivery in Ghana and to establish the factors affecting service delivery in Accra Metropolitan Assembly. This presentation is facilitated by the use of tables, pie charts, percentages and the use of main points reached by generalization of what was found out.

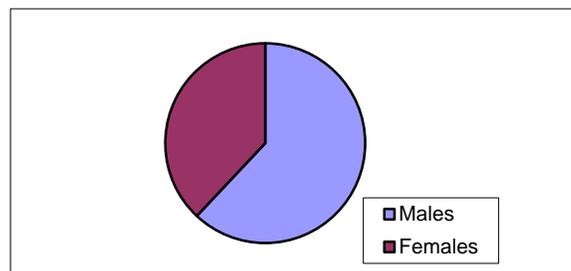
4.1.0 Social demographic characteristics

Social demographic characteristics like Gender, marital status, age, education level and the position held in the Metropolitan were very important parameters that can have a bearing on any phenomenon in any society. It can be an indicator how informed the society is including having implications on the study. These were looked at in relation to the impact of public procurement reforms on Accra Metropolitan and are therefore discussed in this section.

4.1.1 Gender of the respondents.

Figure 2 below presents the number of respondents in the study area by gender. Demographic data on the general respondents reveal a skewed distribution in respect of gender as the majority were males with 62% (62/100) as opposed to the females 38% (38/100). The study findings indicate that males had a bigger share of participation than females in the study. Although the proportions of women is more than that of men in terms of population of the communities, in the world of work there are generally fewer females compared to males. So the above percentage represents a true picture of the gender proportions in organizations.

Figure 1: Showing Gender composition of respondents



Source: Researcher's field data 2013

4.1.2 Marital status of the respondents

Table 1 below shows that 36% (36/100) of the respondents were single, 60% (60/100) were married, 3% (03/100) were divorced and 1 respondent was widowed. These findings show that a big percentage of the respondents sampled were married. These were of mature age with experience in the world of work and an understanding of the impact of public procurement reforms on services delivery in Accra Metropolitan.

Table 2: Showing Marital status of respondents.

Marital Status	Males	Females	Frequency	Percentage (%)
Single	16	20	36	36
Married	37	23	60	60
Divorced	3	0	3	3
Widowed	1	0	1	1
Total	57	43	100	100

Source: Researcher's field data 2013

4.1.3: Age of the respondents

Ages of people in any given setting vary along a continuum, so the ages of respondents in this project were grouped under four categories. Figure 2 presents the composition of the respondents in terms of their ages.

Table 3: Showing age distribution of respondents.

Age category of respondents	Males	Females	Frequency	Percentage (%)
Below 20 years	0	0	0	00
21-30 yrs	15	14	29	29
31-40 yrs	35	23	58	58
Above 41 yrs	10	3	13	13
Total	60	40	100	100

Source: Researcher's field data 2013

Table 2 above shows that 0% (00/100) of the respondents were below 20 years, 29% were 21-30 years, 58% (58/100) were 31-40 yrs while 13% (13/100) were 41yrs and above. This indicates that the respondents in all categories sampled that is to say (staff in the Metropolitan's Procurement Department, Procurement Professionals and non-Professionals, selected staff from the District and Metropolitan top management, Internal audit and Finance together with the Division Authorities were mature respondents with a wealth of data about issues that concern the world of work and have responsibility in the Metropolitan management, contract awarding and management and had knowledge of the impact of public procurement reforms on services delivery in the Metropolitan.

4.1.4 Level of education of the respondents

Level of education is a very important parameter that can be used in determining the availability of information or knowledge on any phenomenon in any society. It can be an indicator of how informed society is.

Table 4: Showing the education level of respondents.

Education level	Males	Females	Frequency	Percentage (%)
Primary	0	0	0	0
Secondary	6	3	9	09
Tertiary	11	6	17	17
University	45	29	74	74
Total	62	38	100	100

Source: Researcher's field data 2013

Table 3 shows that all the respondents went beyond primary level of education, 9% (09/100) secondary, 17% (17/100) tertiary while 74% (74/100) had University level of education. This implies that most of the respondents were educated hence were assumed to have knowledge with regard to contract awarding and management, accountability of public funds and an understanding of the impact of public procurement reforms on services delivery in Accra Metropolitan.

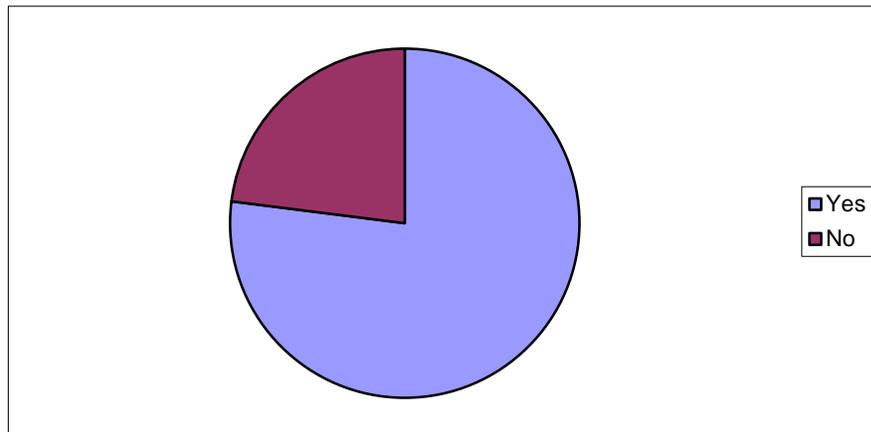
4.2.0 Analysis of the Findings on Basis of Research Objectives

This section presents results of the research project after information collected was critically analyzed. The results have been presented in accordance with the research objectives that guided the study. Tables and pie charts have been used in the presentation.

4.2.1. To establish the procurement systems that was in place before the public procurement reforms in Accra Metropolitan

Data obtained through the completed questionnaires and the interview guide indicated that majority of the respondents agreed that there was a procurement system in Accra Metropolitan before the public procurement reforms in Ghana. Figure 2: Presents the responses to research objective one.

Figure 2: The public procurement system that was in Accra Metropolitan before the procurement reforms



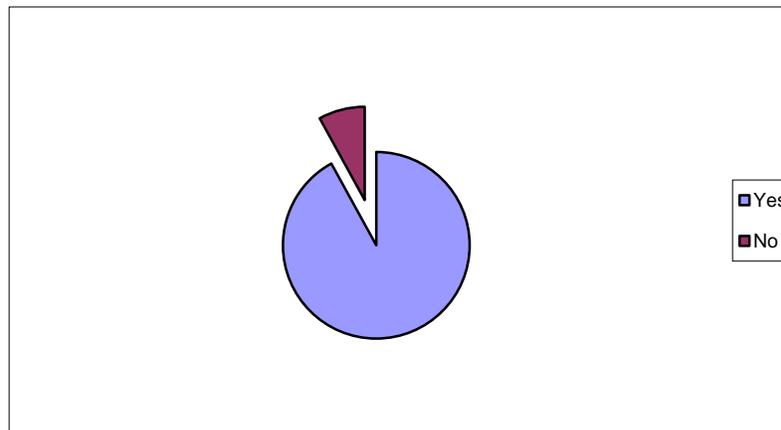
Source: Researcher’s field data 2010

Figure 2 above shows that 77% (77/100) of the respondents accepted that there was a procurement system in Accra Metropolitan before the public procurement reforms, where as 23% (23/100) of the respondents disagreed that there was no procurement system in the Metropolitan before the introduction of public procurement reforms in Ghana. It was observed that the majority of the respondents who accepted that there was a procurement system in Accra Metropolitan gave the Central Tender Board (CTB) as the organization that was involved in that procurement system. This is in line with (Benon, 2009) where he observed that before or until 1990, the Central Tender Board was the main overseer of the public procurement process in Ghana.

4.2.2 Research objective two “To identify the impact of public procurement reforms on services delivery in Ghana”.

This sought to identify the impact of public procurement reforms on services delivery in Accra Metropolitan. Data obtained from the filled questionnaires and during the interviews indicated various views of the respondents as illustrated in figure 4 below.

Figure 3: Showing the impact of public procurement reforms on Accra Metropolitan.



Source: Researcher’s field data 2013

Figure 4 above shows that 92% (92/100) of the respondents agreed that public procurement reforms have an impact on Accra Metropolitan while 8% (8/100) contented that public procurement reforms have no impact on the Metropolitan. Basically the research found out that the Public Procurement Reforms have a positive impact on service delivery in Accra Metropolitan and have helped in promotion of transparency, creation of a streamlined procurement

system, provision of Quality and Cost Based Selection (QCBS), reduced conflicts among stake holders, promoted fair competition, accountability and value for money.

4.3 The Roles Undertaken By the Different Stakeholders

Table 5: Showing preparation of a multi annual work plan based on the approved budget.

Response	Frequency	Percent (%)
Strongly agree	34	34.0
Agree	66	66.0
Not sure	0	0.0
Disagree	0	0.0
Strongly disagree	0	0.0
Total	100	100.0

Source: Researcher's field data 2013

From the table above, 66% and 34% of the respondents agreed and strongly agreed respectively that each user department prepares a multi annual work plan based on the approved. This implies that each user department is responsible for preparing its work plan so that it can be integrated into the annual and multi-annual sector expenditure programme to enhance financial predictability, accounting and control over procurement budgets. This is also supported by Section 96 of the PPDA regulations 2006.

Table 6: Showing Each Entity in the LG Defines its Procurement Requirements

Response	Frequency	Percent (%)
Strongly agree	22	42.0
Agree	24	48.0
Not sure	3	6.0
Disagree	1	4.0
Strongly disagree	0	0.0
Total	50	100.0

Source: Researcher's field data 2013

Table indicates that 48% and 42% of the respondent agreed and strongly agreed respectively that each entity in the LG defines its procurement requirements, 6% of the respondents were not sure whether each entity in the LG defines its procurement requirements, and on 4% disagreed. Basing on the highest percentage (48%) of the respondents the study concludes that it is the role of each entity in the local government to define its procurement requirements so as to create a sound financial justification for procuring them. This is also similar to findings of Agaba and Shipman, (2007) who said that it is the role of each entity in the LG to define its procurement requirements.

Table 7: Showing Dividing of Requirements Allocated to a Procuring entity.

Response	Frequency	Percent (%)
Strongly agree	38	38.0
Agree	54	54.0
Not sure	6	6.0
Disagree	2	2.0
Strongly disagree	0	0.0
Total	100	100.0

Source: Researcher's field data 2013

From table above, the highest percentage of the respondents that is 54% agreed that the procuring entity is responsible for dividing requirements allocated to a single procurement process into separate lots, these were followed by 38% who strongly agreed, 6% who were not sure and only 2% who disagreed. Management indicated that this is done where they anticipate that the award of several separate contracts would result in the best overall value for the procuring department.

Table 8: Showing Integration of the Diverse Decision and Activities.

Response	Frequency	Percent (%)
Strongly agree	52	52.0
Agree	48	48.0
Not sure	0	0.0
Disagree	0	0.0
Strongly disagree	0	0.0
Total	100	100.0

Source: Researcher's field data 2013

From the table above, 52% and 48% strongly agreed and agreed respectively that a procuring unit brings about integration of the diverse decision and activities during procurement planning. Mawhood (1983) said that the integration of diverse decision helps to come up with an acceptable decision for implementation.

Table 9: Showing the Accounting Officer's Role

Response	Frequency	Percent (%)
Strongly agree	36	36.0
Agree	56	56.0
Not sure	6	6.0
Disagree	2	2.0
Strongly disagree	0	0.0
Total	100	100.0

Source: Researcher's field data 2013

Table indicates that 56% and 36% of the respondents agreed and strongly agreed respectively that the accounting officer ensures availability of sufficient funds to run the plans and that it is budgeted for, only 6% were not sure and only 2% who disagreed. This therefore shows that the accounting officer ensures that sufficient funds are budgeted for the planned framework contracts every financial year, to cover the full cumulative cost of call off orders anticipated for each year for a framework contract.

Table 10: Showing Citizens Assist the Accra Metropolitan to decide on Services to be provided.

Response	Frequency	Percent (%)
Strongly agree	44	44.0
Agree	46	46.0
Not sure	4	4.0
Disagree	4	4.0
Strongly disagree	2	2.0
Total	100	100.0

Source: Researcher's field data 2013

From table 4.8 above, 46% and 44% of the respondents agreed and strongly agreed respectively that the citizens assist the town council to accurately decide on which services to expand and provide, 4% were not sure and only 4% strongly disagreed. Basing on the highest percentage of respondents it implies that this kind of involvement of citizens ensures that procurement planning and decision-making process reflect their needs and priorities and lead to the types of decisions that will make an effective services delivered in an open, fair and democratic local government, Basheka (2008) also found that the Metropolitan consults citizens during decision making.

Table 11: Showing Citizens also Work With NGOs, CBOs and Political Parties to Develop Proposals.

Response	Frequency	Percent (%)
Strongly agree	21	42.0
Agree	27	54.0
Not sure	2	4.0
Disagree	0	0.0

Strongly disagree	0	0.0
Total	50	100.0

Source: Researcher's field data 2013

Table above indicates that 54% and 42% of the respondents agreed and strongly agreed respectively that the citizens also work with NGOs, CBOs and political parties to develop proposals for the Metropolitan to consider during planning, and only 4% were not sure. This implies that the Municipal council is assisted by other organizations to monitor processes as well as to advise it on priorities for service extension and improvement as stated in the proposal developed. This is in agreement with what Chaun and Len (2009) found out, that is residents work with NGOs, CBOs and political parties to develop proposals.

Table 12: Showing Evaluation of Potential Service Providers.

Response	Frequency	Percent (%)
Strongly agree	25	50.0
Agree	21	42.0
Not sure	4	8.0
Disagree	0	0.0
Strongly disagree	0	0.0
Total	50	100.0

Source: Researcher's field data 2013

As shown in the table above, 50% and 42% of the respondents strongly agreed and agreed respectively that citizen representatives also play a great role in the evaluation of potential service providers and only 8% were not sure whether citizen representatives also play a great role in the evaluation of potential service providers. This also implies that service providers are evaluated by both the citizen representatives and Metropolitan officials during planning so as to select the best service providers, Livingstone & Charlton, (2001).

4.4 Factors Affecting Service Delivery

Table 13: Showing Corruption Hampers the Provision of Services

Response	Frequency	Percent (%)
Strongly agree	48	48.0
Agree	52	52.0
Not sure	0	0.0
Disagree	0	0.0
Strongly disagree	0	0.0
Total	100	100.0

Source: Researcher's field data 2013

As per the above table, 52% and 48% of the respondents agreed and strongly agreed respectively that corruption hampers the provision of services since funds meant for these services are embezzled. This shows that embezzled funds by officials render the Metropolitan financially incapable to discharge its constitutionally assigned responsibilities hence compromising service delivery. Lengseth et al, (1997) also found out that corruption affects the delivery of services since money meant for them is embezzled.

Table 14: Showing the Accra Metropolitan Lacks Finances to Buy the Services.

Response	Frequency	Percent (%)
Strongly agree	42	42.0
Agree	48	48.0
Not sure	4	4.0
Disagree	4	4.0
Strongly disagree	2	2.0
Total	100	100.0

Source: Researcher's field data 2013

Table indicates that the highest percentage that is 48% and 42% of the respondents agreed and strongly agreed respectively that the Municipal council is unable to deliver services to residents because of lack of finances to buy the services. 4% were not sure, 4% and 2% disagreed and strongly disagreed respectively and still believe that money is there but the way it is used is the problem. Basing on the highest percentage of respondents, this implies that the funds available are not enough to help in buying of services hence hampering the delivery of services. Ahmed (2005) also found out that most local governments in developing countries suffer from limited finance to fund their projects.

Table 15: Showing getting the right service provider is a challenge.

Response	Frequency	Percent (%)
Strongly agree	40	40.0
Agree	50	50.0
Not sure	6	6.0
Disagree	2	2.0
Strongly disagree	2	2.0
Total	100	100.0

Source: Researcher's field data 2013

From the table above, 50% and 40% which are the highest percentages of respondents agreed and strongly agreed respectively that the Municipal faces a challenge of getting the right service provider with the equipments to do the job well. 6% were not sure whether it is a challenge, 2% disagreed and only 2% strongly disagreed. This therefore implies that some of the services provided are not of the expected quality since some of the service providers do not have all the equipment's to do the job well.

Table 16: Showing Poor communication with communities in Accra Metropolitan

Response	Frequency	Percent (%)
Strongly agree	18	18.0
Agree	50	50.0
Not sure	6	6.0
Disagree	26	26.0
Strongly disagree	0	0.0
Total	100	100.0

Source: Researcher's field data 2013

Table indicates that 50% and 18% of the respondents agreed and strongly agreed respectively that poor communication with communities in Accra Metropolitan has also hampered the delivery of services in the area, these were followed by 26% who disagreed, and only 6% were not sure whether poor communication is a factor hampering the delivery of services. This therefore implies that in some departments communication is still a problem.

Table 17: Showing the Accra Metropolitan Faces a Challenge of Limited Skilled Personnel

Response	Frequency	Percent (%)
Strongly agree	48	48.0
Agree	36	36.0
Not sure	6	6.0
Disagree	10	10.0
Strongly disagree	0	0.0
Total	100	100.0

Source: Researcher's field data 2013

From table above, the highest percentage of respondents that is 48% and 36% strongly agreed and agreed respectively that the Accra Metropolitan faces a challenge of limited skilled personnel to meet the rising needs of local people. These were followed who disagreed and only 6% were not sure whether the Accra Metropolitan faces a challenge of limited skilled personnel to meet the rising needs of local people or not. Basing on the highest percentage of respondents (48%), the study concludes that the Accra Metropolitan cannot meet their required performance standards due to limited skilled personnel hence impacting adversely on the delivery of services. This was also found out by Parasuraman et al (1996) that the Accra Metropolitan faces a challenge of limited skilled personnel

Table 18: Showing Projects are done according to or as demanded by the People.

Response	Frequency	Percent (%)
Strongly agree	8	8.0
Agree	10	10.0
Not sure	16	16.0
Disagree	54	54.0
Strongly disagree	12	12.0
Total	50	100.0

Source: Researcher's field data 2013

Table above shows that 54% and 12 % of the respondents disagreed and strongly disagreed respectively with the view that projects are done according to or as demanded by the people. 16% of the respondents were not sure, 10% and 8% of the respondents agreed and strongly agreed respectively that projects are done according to or as demanded by the people. Basing on the highest percentage (54%), the study concludes that some projects are not done according to peoples demand.

5.0 CONCLUSIONS

This chapter presents the study's general conclusions and recommendations revealed about the impact of Public Procurement Reforms on Accra Metropolitan Assembly and also those recommendations and conclusions observed by the researcher in line with the rest of the chapters studied in this research.

5.1 General Conclusions

Based on the empirical findings of the research, nature and the magnitude of the public procurement reforms in the municipality include: formation of a contracts committee, creation and staffing of a procurement unit and direct supervision of the PPA Authority. Therefore Procurement and disposal activities in the municipality are carried out in accordance with the requirements of the PPA Act of 2003. The Public Procurement Reforms have a positive impact on Accra Metropolitan Assembly and have enhanced transparency, fair competition, accountability and value for money and creation of a streamlined procurement system. Therefore it is concluded that Accra Metropolitan Assembly has benefited a great deal of advantages from the reforms.

The study found out that the following roles; each user department prepares a multi annual work plan based on the approved budget, each entity in the LG defines its procurement requirements, the procuring entity is responsible for dividing requirements allocated to a single procurement process into separate lots, the procuring unit brings about integration of the diverse decision and activities during procurement planning, the accounting officer ensures availability of sufficient funds to run the plans and that it is budgeted for, the citizens assist the town council to accurately decide on which services to expand and provide, the citizens also work with NGOs, CBOs and political parties to develop proposals for the council to consider during planning and also Citizen representatives play a great role in the evaluation of potential service providers.

A number of factors were found to be affecting service delivery in Accra Metropolitan Assembly and these included the following among other factors; corruption, lack of finances to buy the services, the challenge of getting the right service provider with the equipment's to do the job well. The Accra Metropolitan Assembly also faces a challenge of limited skilled personnel to meet the rising needs of local people, Projects are done not according to or as demanded by the people, and also poor communication with communities in Accra Metropolitan Assembly has also hampered the delivery of services in the area.

5.2 Recommendations

The government should invest more in the will to expand the political capacity necessary to implement and enforce the very comprehensive procurement regulations and prepare a proper and comprehensive procurement legal framework.

Government in its bid to develop Ghana should focus on fighting corruption in public procurement which manifests itself in bribery of evaluation and tender board members, facility payments, embezzlement, influence peddling, favoritism and conflict of interest.

It is also recommended that further training is required for Local government authorities to enhance clear understanding of the PPDA Act No. 1 of 2003 to its full potential as a finance and budget control mechanism. This will enable the accounting officers and senior management of Accra Metropolitan Assembly to see the PPA Act No.1 of 2003 as an advantage rather than a threat.

A consultative forum is recommended for the procurement function and the various agencies involved in management of public funds. All issues of common interest should be discussed at this forum and a well-coordinated approach would be agreed. The procurement function is further recommended to strengthen its links with other agencies to improve funds management and the accountability framework of the government of Ghana. Government should increase funding for the maintenance of community and feeder roads.

Corruption should be reduced by enforcing of strict rules, giving penalties on those involved and also increasing of salaries of the civil servant can also reduce on corruption. Concerning limited skilled personnel, the local government should train the recruited workers so as to equip them with the necessary skills, and also encourage them to go for further studies. They should first provide projects which are highly demanded by the local people, this will not only help them to know that their views are considered but also will help to improve on public confidence in the local government. The procurement team should carryout research so as to find out which service providers are able and have the equipment to perform the required work in the given time possible.

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