



ANALYSING CHALLENGES OF PUBLIC PROCUREMENT FOR PROJECT MANAGEMENT IN WASSA AMENFI EAST MUNICIPAL ASSEMBLY

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EXECUTIVE SUMMARY

The purpose of this study was to clarify the challenges that arise in the procurement process and the impact of these challenges on project execution. Project supply management is building relationships with external vendors and suppliers for goods and companies that are expected to complete the task. This process has five phases: Initiate and plan, select, contract, monitor and finally close the deal. Wassa Amenfi East Municipal Assembly, Ghana was selected for the study to highlight the magnitude of the challenges in the procurement process. The study found that procurement challenges are rooted in how organizations run. This included concerns about supplier-related issues, strategy selection issues, cost reduction and savings drivers, data accuracy issues, and stakeholder management.

The above challenges are consistent with various theoretical implications from authorities who argue that procurement challenges can be narrowed down to four areas: Cost reduction, digitization, risk reduction, supplier relationships. This study employed a mixed research methodology that included both qualitative and quantitative research techniques and relied on field research conducted through both conducted questionnaire surveys and structured interviews.

Information gathered in field research is used to supplement and confirm theoretical information available in the literature, and is used to improve the efficiency and effectiveness of project execution, and to provide practical insights into improving procurement processes. It was used to provide solutions through systematic recommendations. This study also aims to complement the existing body of knowledge on the impact of procurement processes in project management on project execution, and to contribute to the existing literature in procurement management.

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1.0 INTRODUCTION

1.1 Background to the study

Organizations and Individuals since the inception of human beings have carried out projects in different form and shape. Project Management has evolved over the period with most organizations making it an integral aspect of their operations.

Despite the speedy evolvement of Project Management, it is not bereft of challenges which pose a notable risk for organisations to implement strategic initiatives, drive change and deliver innovation. This chapter examines the challenges underlying procurement in project management and explains the research methodology that will be used to carry out the study.

Public procurement is an important function of government for several reasons. First, the sheer magnitude of procurement outlays has a great impact on the economy and needs to be well managed. Indeed, in all countries in the world, estimates of the financial activities of government procurement managers are believed to be in the order of 10% – 30 % of GNP (Callender & Mathews, 2000).

Public procurement has been utilized as an important tool for achieving economic, social and other objectives (Arrowsmith, 1998; Thai, 2001). In its report to the Congress, the Commission on Government Procurement states: “[T]he magnitude of the Government’s outlays for procurement and grants creates opportunities for implementing selected national policies” (Federal Acquisition Institute, 1999, p. 1.8).

The World Bank’s Procurement Under IBRD Loans and IBRD Credits specifies following four major concerns or objectives of public procurement for projects funded by its loans:

- Ensuring that the loan is used to buy only those goods and services needed for the project;
- Ensuring fair competition for all qualified bidders from the World Bank’s eligible countries;
- Promoting transparency or integrity; and
- Encouraging development of indigenous contractors and manufacturers by allowing local buyers to build in a margin of preference for local contractors and manufacturers (Tucker, 1998).

Due to many reasons (including greater scrutiny of taxpayers and competing vendors), public procurement has been perceived as an area of waste and corruption. The District of Columbia, USA government wasted hundreds of thousands of dollars in revenue by selling used emergency vehicles for “bargain basement prices” in auctions run by untrained staffers (Nakamura, 2004).

In a 2 1/2-year period studied by the city’s Inspector General's Office, the city sold 11 fire trucks for a total of \$3,125 while similar vehicles in make and model had been sold on the Internet for a total of \$360,875. Corruptions and bribes are widespread in government contracts (International Transparency, undated; and see www.transparency.org).

Similar newspaper reports can be found in many countries. Overcoming the negative perception - and the objective reality, to a certain extent – is one of the biggest challenges in public procurement. Fourth, as many countries have moved to a regional and or global economy, public procurement practitioners face another challenge, that is, how to comply with their government's procurement regulations and social and economic procurement goals without violating regional and/or international trade agreements.

For example, how to comply with national economic policies (in nurturing domestic firms), without dealing unfairly with foreign firms as provided in regional trade agreements and/or the World Trade Organization (WTO) agreements is not easy, which requires a careful study of trade agreements in order to take advantages of special provisions.

The WTO Agreement on Government Procurement (GPA) Article XVI provides: “Entities shall not, in the qualification and selection of suppliers, products or services, or in the evaluation of tenders and award of contracts, impose, seek or consider offsets.” Without careful examination of GPA provisions, procurement practitioners in developing countries may not use an exception: However, GPA Article XVI.2 “expressly allows for the use of offsets by developing countries” (Arrowsmith, 2003, p.165)

As postulated by PMBok (2014), project procurement incorporates everyone of the processes important for buying or gaining the products, services or results required from outside the project team to execute the project.

Below are the four project procurement stages that highlight risks and problems are shown below

One belongs to the group responsible for planning, another one for execution, a third for monitoring and controlling, and the final one is responsible for the closure process.

Like any other aspect of doing business, procurement is subject to laws, rules, and policies.

When it comes to this situation, decisions about procurement that are not governed by the existing policies typically depend on the subjective judgment of those whose opinion is crucial in determining whether a particular course of action will benefit the supplier and harm the purchaser or produce a win-win outcome.

1.2 Problem Statement

The problem that was researched within the confines of this dissertation addresses the following: Analyzing the Challenges in Public Procurement for Project Management- A case study of Wassa Amenfi East Municipal Assembly.

These issues are largely attributable to the Organisation`s procurement process execution methods and Senior Management's involvement in applying their creativity and analytical skills in problem-solving settings, exhibiting teamwork, innovation, and excellence, and securing sufficient resources to meet project objectives within anticipated timeframes.

Research studies investigating the reasons why projects fail, has been ongoing for years, with various researchers, organisations and project management institutions, providing lists of reasons, which they believe, are the cause of project failure. However, despite these lists projects continue to fail, Atkinson (1999).

1.3 Aim

The aim of this research is to analyze the challenges associated with public procurement for Project Management in the Wassa Amenfi East Municipal Assembly. The Research is expected to add to Literature on improvements in strategic procurement. This aim is intended to be achieved with the following objectives.

1.4 Objectives

- To provide a review of project management.
- To provide a review of public procurement.
- To analyze challenges of public procurement.
- To explore factors that causes project failure or success.
- To examine methods of avoiding project failure.

1.5 Scope

This research is based on projects and programmes implemented by the Wassa Amenfi East Municipal Assembly alongside public procurement in Ghana over the last decade.

2.0 LITERATURE REVIEW

2.1 Background to the study

This chapter examines project execution procurement procedures on a global scale before focusing on Ghana and the Western Region.

It provides relevant literature on the effects of project on the effects of procurement processes on project management, understanding of sustainability, and improvement of supplier relations, as well as the significance of the link between successful procurement practices and the accomplishment of project deliverables, keeping in mind the ultimate objective of increasing project management revenues. Discussion of the challenges that procurement managers confront, benefits and elements that increase the quality of project execution, as well as the advantages of law and policy compliance to fair and improved supplier relations are also included.

It is impossible to overstate the significance of mitigating the challenges of project procurement management in the fast changing project-driven 21st century.

Despite the efforts of numerous practitioners and academics over the years, understanding the causes of project failure and/or success has remained difficult.

Over the past ten years, project demands have steadily escalated, forcing our society into an ever-changing environment.

Despite efforts to increase the rigor of project evaluation and delivery, a sizable part of delivery effort yields projects that fall short of user expectations and are subsequently rejected.

This, in our opinion, can be ascribed to the fact that few organizations have the resources, expertise, and management standards necessary to complete projects successfully.

2.1.1 What is a project

A project is a temporary endeavour undertaken to create a unique product, service, or result. Unique product, service, or result. Projects are undertaken to fulfil objectives by producing deliverables. Projects are undertaken at all organizational levels. A project can involve a single individual or a group. A project can involve a single organizational unit or multiple organizational units from multiple organizations (PMBok 2017).

Gary and Larson (2008) defined project as “a complex, non-routine, one-time effort limited by time, budget and resource, and performance specifications designed to meet customer needs.

2.1.2 What is Public Procurement

The term public procurement is self-explanatory by itself, as it is clear from its meaning wherein the public means government and procurement means buying or purchasing. Hence, public procurement maybe referred as a process or system by which the public organizations procure or purchase products in the form of goods, services, or sometimes the combination of goods and services (Thai 2001).

2.1.3 What is Project Management Procurement

Project Procurement Management includes the processes required to acquire goods and services, to attain project scope, from outside the performing organization (PmBok 2000).

2.1.4 What is Project Management

Munns and Bjeirmi (1996) defined project management as a process used as a control to achieve the project objectives by utilizing the organizational structure and resources to manage a project with the application of tools and techniques, without disrupting the routine operation of the company.

Gray and Larson (2006), project management is a task derived from an organization that enables professional project managers to use their skills, tools and knowledge to plan, execute and control a unique project within a limited lifespan by meeting the specification requirements of the organization.

Project management has been defined as “the process by which projects (unique, complex, non-routine, one-time effort limited by time, budget, and resources) are defined, planned, monitored, controlled and delivered such that the agreed benefits are realized” (APM, 2006).

Project management is the discipline of organizing and controlling all the many project components and resources to ensure that the project is completed within the specified budgetary, schedule, and scope boundaries.

By the time the project starts, all stakeholders and team members will have a clear understanding and acceptance of the procedure, methodology, and anticipated result. These are agreed upon during the project initiation stage.

2.1.5 Procurement trends in Ghana

The Government embarked upon an exercise to reform the Public Procurement System in 1996 as an integral part of a wider Public Financial Management Reform Programme (PUFMARP). The exercise was to improve the overall public financial management in the country. The reform exercise identified shortcoming and organizational weaknesses inherent in the country’s procurement system (www.ppa.gov.gh)

The Public Procurement Authority in its bid to improve transparency, and efficiency as well as to reduce the cost of the public procurement process, is implementing an electronic Government Procurement System, known as the Ghana Electronic Procurement System (GHANEPS). The system was developed over two years and was launched on 30th April 2019 by Vice President Dr. Muhammadu Bawumia.

The roll-out will ensure that all Public Entities (Ministries, Departments and Agencies, Metropolitan, Municipal and District Assemblies, Public Tertiary Institutions, Public Hospitals, etc.), which are about 660 in number are on boarded to the system in a phased approach (www.ppa.gov.gh)

2.2 Overview of Procurement Processes in Project Management

PMBok (2017) outlines six stages of procurement processes that every successful project must adhere to. The processes include Procurement Planning, Solicitation Planning, Proposal Solicitation, Source Selection, Contract Administration and Contract Close out.

Procurement Planning: Begins at the start of a new project, includes the make or buy analysis, and ends with a published Procurement Management Plan (PMBok 2017). Deciding which stock and supplies are required for projects.

A list of the materials needed to do the project is prepared once the work has been made clear. When everything is decided, the organization will outline the requirements that the supply must adhere to, such as schedules, deadlines, and specs.

Solicitation Planning: Starts implementation of the Procurement Management Plan, and ends with a solicitation document typically called the Request for Proposal (RFP) (PMBok 2017).

The time has arrived to make contact with possible vendors and suppliers who can provide the needed goods.

Conferences and contact with possible suppliers can be used to make the selection so that they are aware of the demands of the organization and are prepared to reply to any questions.

Solicitation: Takes the Requests for Proposals, and solicits formal proposals from sellers (PMBok 2017).

Source Selection: Evaluates seller proposals, and ends with the issuance of a contract award to a seller (PMBok 2017).

Contract Administration: Manages seller performance, and manages changes to seller authorized scope (PMBok 2017).

The procurement business has the most control over the type and extent of monitoring that is done. Contract monitoring may not be addressed by procurement firms; instead, it just provides guidance for monitoring by imposing strict minimum standards.

Contract Closeout: Settles all open contractual issues, and closes out each procurement (PMBok 2017).

For minor value contracts and purchase orders, contract close out activities are typically direct. However, the procurement manager makes sure that the contract file is correctly closed out in complex and high-value contracts including progress payments.

The close out approach ensures that all contractual obligations have been fulfilled and that any remaining obligations, including warranties, guarantees, and after-sales service and support, are precisely defined in terms of accountability, liability, procedures, and timeframes.

2.3 The role of Procurement Managers in Project Management

Overall, a procurement manager's goal is to manage organizational spend by maximizing vendor value while minimizing risk. Understandably, there are lots of practices and processes that procurement managers use to accomplish that goal.

One of the primary responsibilities of procurement managers is vendor selection. To do this, procurement managers use the request for proposal (RFP) process.

RFPs enable you to gather large amounts of vendor data and make informed decisions. By organizing and standardizing vendor data, you ensure that your selection process is fair, transparent and data based.

Additionally, procurement manager responsibilities include ensuring procurement policy

compliance, reviewing past purchases and existing vendor partnerships. The vendor performance evaluation process measures effectiveness, compliance and ultimately, the business's return on investment (ROI).

In the last few years, the role of the procurement department has been changing and expanding. Traditionally, the role focused on simply obtaining goods to meet business needs. However, an increasing number of companies now recognize the insight and value procurement managers hold. In light of their ability to reduce costs, improve outcomes and identify strategic partnerships, it should come as no surprise.

2.4 Public Procurement Reforms

According to Arrowsmith and Trybus (2003, p. ix), "the last decade of the twentieth century had witnessed the start of a 'global revolution' in the regulation of public procurement." Actually, challenges in procurement reforms are beyond procurement regulations to include procurement process, methods, procurement organizational structure, and workforce.

Procurement reforms occur constantly in all countries, developed as well as developing countries. The scope of reforms varies, from reforming the whole procurement system if the system is completely dysfunctional such as the on-going procurement in Sierra Leone after a long civil war (Elliott, 2004) and the successful reform in Gambia (see Chapter 2), or fixing some narrow areas in a well-developed procurement system in developed countries.

In "Challenges in Public Procurement: Comparative Views of Public Procurement Reform in Gambia," Wayne A. Wittig and Habib Jeng describe how procurement reform was implemented in The Gambia. Through a joint effort of the World Bank, Government of The Gambia and the International Trade Centre WTO/UNCTAD (ITC), a team of procurement experts developed a comprehensive approach to modernize the public procurement system of The Gambia in a model combining elements of a Central Tender Board with a Procurement Policy Office. Local capacity is being developed in the Gambia Public Procurement Authority and in the Procuring Organizations to support transparent public procurement systems. Positive and objective changes lie in the new legal, regulatory and organizational framework as demonstrated by a survey of Procurement Organizations. Nevertheless, challenges remain in extending and sustaining the reforms.

2.5 Ghanaian Laws and Policies on Procurement in Project Management

Public Procurement Authority, the Government of Ghana embarked upon an exercise to reform the Public Procurement System in 1996 as an integral part of a wider Public Financial Management Reform Programme (PUFMARP). The exercise was to improve the overall public financial management in the country. The reform exercise identified shortcoming and organizational weaknesses inherent in the country's procurement system (www.ppa.gov.gh).

Rules and regulations are required to guide, direct, train as well as adequately monitor public procurement. Furthermore, the absence of clearly defined roles and responsibilities of individual procurement entities is a problem.

Currently, there is the Public Procurement Act 2016 (Amended) Act 914 and Public Financial Management Acts 2016 (Act (2) that plays a tremendous role in regulating procurement activities in Ghana.

2.5.1 Value for Money

It is the most imperative principle of procurement which involves the contemplation of public organizations to contribute for development of their policies, rules, and priorities during the time when they are getting the best payback and results against the expenditure (Bauld and McGuinness 2006).

At certain times, the states are at their liberty in order to consider some other measures rather than the lowest cost, for instance, the technical skills, educational qualification of the strategic employees, and prior records of performance in conferring contracts to the suppliers (Qiao and Cummings 2003).

These things may cost the governments more but will also give more benefits and improved performance. There are some barriers which cause hindrances in attaining the VFM; these include weak central organizations, politics, customs, norms and traditions, and dearth of programs related to education and training (Palmer and Butt 1985). Overcoming these challenges will be useful in achieving the VFM.

There are five main principles which underpin the process of procurement; each one of them is discussed below. Refer to Fig. 1 for better understanding of all the five principles.

2.5.2 Competition

Majority of the products and services are purchased by means of this competitive tendering. For instance, if the ports authority is in need of procurement of gantry cranes, at first it will advertise with all the technical requirements and give a call forbids from the relevant suppliers. After that they start receiving bids which are handed over to the tender board for evaluating the bids if they fulfil their requirements or not. There is a great competition in all this procedure.

The credibility of the suppliers and cost seem to be very important for winning the tenders; after evaluation of all the bids, the tender is awarded to the most competitive and credible supplier. This process of competitive tendering reduces the chances of favouritism, corruption, and fraud. In addition, it encourages and enhances the participation of more suppliers, and that high competition leads to the reduction in cost and improvement in the quality of the products and services (Erridge et al. 1999).

2.5.3 Ethics

Ethics is also one of the significant principles of public procurement, due to the reason that the professionals of procurement are expected to follow the ethical conduct to a greater extent as compared to other professionals (Atkinson 2003). Some of the professionals are still unaware of this, which may cause serious issues such as breaches in the related code of conduct. Atkinson (2003) mentions that 500,000 professionals of procurement exist in the markets of the USA, but

only 10% of them are the members of professional association which conducts trainings in ethics of procurement.

The rest of the 90% are unaware of the ethics in procurement and the legal standards which are involved in the process of procurement. Recently, the developments in developed states like the USA, UK, and others have declared that contributing financially for the funds of party and parliament members has been established and become prevalent practices in the developed as well as developing states (Rege 2001).

Yet, the issue of corruption related to procurement has been more serious for the developing states as compared to the developed ones, as they have taken and are still taking certain measures to control it. A report by World Bank shows that every year the corruption reaches over \$1 million which accounts nearly 12% of the GDP of countries like Nigeria, Kenya, Venezuela, Bangladesh, India, and Sri Lanka. This huge corruption is caused due to the high poverty rate, and rule of law is enforced so poorly in these countries which makes the public procurement more prone to corruption (Nwabuzor 2005).

There is a great need to take serious measure to have control over corruption and minimize it to the lowest. However, some states like Sweden, Switzerland, Austria, Netherlands, and Australia seem to have a very good control over corruption and unlike involvement in it, while Bangladesh is reported as the most corrupt country of the world as compared to others (Tandoor 2004). An effective and efficient benchmark needs to be developed as global solution for the ethical dilemma for international code of ethics in the international market.

2.5.4 Accountability

The accountability isn't only applicable to the public sector organizations (Barrett 2000), but it also applies on the private organizations and keeps them accountable to their respective stakeholders for all the financial transactions (Hughes 2003). Employees in public organizations usually face political influence in performing their responsibilities and implementing them, whereas the private sector has to pay attention to mechanism of markets they are working with (Stewart 1999).

Both the sectors differ in the context of influence, but the principle of accountability applies to both of them equally. The accountability, being an imperative principle of public procurement, is followed at both the levels (i.e., national as well as international). Internationally, the governments often have involvement in the activities of trading, purchase of products and services, aid matters which include both give and get, and play the diplomatic roles in other states (Department of Foreign Affairs and Trade 2006).

This conduct leads to financial risk and also creates the issues in accountability. While the scenario for the national level is quite different from that of the international, here the managers in public sector organizations have to face the situations which are more competitive than before. They also have to deal with the public which always demands accountability and better services and products (Gunasekaran 2005).

2.5.5 Transparency

Transparency refers to openness of the system which makes it very important for the process of procurement. It is also an essential aspect to ensure accountability and minimize corruption. Transparency, being the core value of governance, has increased eminence in the OECD states and close association in rising the agenda of the government (Deighton-Smith 2004). Public procurement is an area which is surrounded by the widespread corruption in both the developed and developing states.

The corruption not only involves the procurement professionals who make the decisions, but the ministers and political parties are also involved in that. To minimize all these activities, transparency plays an important role and adheres the governments to raise their standards of conduct and rule of law and ensures its openness to scrutiny (Deighton-Smith 2004).

It also assures both the domestic and international investors for the fair award of tenders and contracts. Dearth of transparency in all markets and missing of the info about rule of law, principles, and practices act as the barriers and cause hindrances in trade, and foreign suppliers get more affected as compared to the local suppliers (Arrowsmith 2003).

2.6 The role of all other government staff directly involved in procurement

- To recognise and manage irreconcilable circumstances or the potential thereof;
- To manage suppliers impartially;
- To guarantee they do not bargain the remaining of the state through acknowledgment of endowments or hospitality;
- To be circumspect in their utilisation of public property; and
- To assist in the elimination of fraud and corruption (watt, 2016:19).

2.7 Communication in Project Management

Baily (2015:61-63), project procurement management communication is the exchange of project specific information. Viable correspondence with all partners is completely fundamental to project execution success; subsequently, it must be inherent amid the project planning phase as well as throughout procurement execution. This process intends to give answers to the following questions:

- Who needs what information?
- When do they need the information?
- Who delivers the information?
- How should the information be delivered?

Campbell (2015:68) posits that for project or procurement managers to develop the communication plan with the help of the team managers and project team members, they should follow these below

steps: Identification of stakeholders, the term stakeholder defines the person or entity within or outside the project requiring regular information about the project, with a specific end goal to distinguish the communication stakeholders or associations who are effectively engaged with the project from those whose interests might be emphatically or contrarily influenced because of project execution or successful project completion.

3.0 RESEARCH METHODOLOGY

3.1 Research Design

This chapter's main goal is to describe the current research methodology in order to choose the best one. This includes the research strategy, data collection and measurement methods, ranking the results using the relative importance index (RII) and percentage distribution methods, as well as questionnaire design and development.

This study has adopted mixed methods, incorporating qualitative and quantitative methods, on a company case study. Qualitative research looked at the existing literature on project procurement in Wassa Amenfi East Municipal Assembly in Wassa Akropong and determined challenges confronted within the industry and how procurement processes affect project execution by conducting interviews with relevant personnel.

For the quantitative research, a self-administered questionnaire was disseminated to participants and upon completion, collected by the researcher.

3.2 De-limitation of the Study

The population in this study was comprised of suppliers, project and procurement managers, project coordinators, staff of Works department, company employees from the Procurement Unit of the company under research and the company top management. This study is limited to only employees involved in the procurement processes of the identified company and does not consider employees who are not in any way involved in the procurement of the projects in the company under study. It bars companies that are not in the project management industry and those in the project management industry but not operating in Wassa Akropong.

The span of the sample frame is ten participants.

3.3 Research Methodologies

Sample technique and sample size: The research adopted probability sampling method through a marginal or zero systematic bias, which is the dissimilarity between the outcomes from the sample and the difference between the results from the sample and the results from the population.

With this sampling technique, the researcher guaranteed that every individual from the procurement team of the company under study had an equal opportunity for selection.

By using this sampling strategy, the researcher was able to ensure that each member of the study company's procurement team had an equal chance of being chosen.

Hsia (2014), the advantage of using a random sample is the absence of both systematic and sampling bias. Tests are collected in a process that gives every one of the people in the populace level odds of being chosen; therefore, the sample will be representative of the entire population.

Sekaran (2013:111) supports this view by expressing that the benefits of the probability sampling method include that it is less entangled and less tedious and freer from factual unpredictability. A Municipal Assembly in Wassa Akropong was reviewed according to the above-mentioned methodology, with the breakdown of respondents divided as follows: three project or procurement managers, five project coordinators, and two top management individuals from the central department. All the participants involved in this study equal twenty-six participants randomly selected from the box of all names of the procurement team to represent the entire population of the procurement department. Participants chosen were each surveyed with one questionnaire specially formulated to extract the relevant information from each one accordingly.

The probability sampling method that was used in this study was chosen to enable the researcher to elicit the relevant information from all parties regarding the challenges the procurement department of the organization under study faces and how these challenges impact on the execution processes of projects within the company. The researcher has chosen this kind of sampling method for reasonable management of the survey, for an accurate interpretation and transcript of data, and moreover, to save time given the tight schedule of the employees to be surveyed. Finally, the researcher considered budget limitation as a reason for choosing this particular method.

3.4 Data collection Instruments

A mixed approach method was used in this research; the intent was that it combines elements of quantitative research and qualitative research in order to answer your research question. Mixed methods can help you gain a more complete picture than a standalone quantitative or qualitative study, as it integrates benefits of both methods.

Johnson et al. (2007, p. 123) Mixed methods research is the type of research in which a researcher or team of researchers combines elements of qualitative and quantitative research approaches (e.g., use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques) for the broad purposes of breadth and depth of understanding and corroboration.

During the literature review for this study, texts, articles, journals, and dissertations were obtained to gather crucial primary data about the study's topic.

Henning, Rensburg and Smit (2004:100) posits that if records and different methods of data collection are omitted from an investigation there could potentially be potholes left unfilled.

Data Collection/field work: in Wassa Akropong, South Ghana, the Municipal Assembly's procurement department was the subject of this study's contextual research.

In order to save time and money for both the participants and the researcher, questionnaires were delivered to the appropriate participants for self-administration. This allowed individuals to complete the questionnaire at their own convenience.

One method for gathering information from the participants' practices or interactions, beliefs or presuppositions, emotions, learning, and statistical data was conducting interviews.

The meetings were planned and organized to elicit a point-by-point analysis of participant perspectives on the identified research topic.

Data Coding and Analysis: the data gathered using the aforementioned methods was presented and reviewed alongside the literature that is currently available.

Quantitative analysis is “concerned with numerical measurement and mathematical models to the test hypotheses, support the view of the positivist paradigm that there is an objective reality that can be accessed and measured (Saunders et al, 2006).

Using the social science software SPSS version 25, which aided in information analysis, table and diagram assembly, observation of correlations between variables, and statistical significance testing in light of essential research questions, every piece of information gathered was examined.

Due to sample size restrictions, the types of quantitative methods in this research area are limited. The Statistical Package for the Social Science (SPSS) was used to encode the quantitative data that was extracted from closed-ended questions, and the results underwent comprehensive statistical analysis using both descriptive and inferential measurements.

Quantitative approach: Given that the goal for the research is to explain and estimate time, a quantitative approach was chosen as a component of the research technique.

Furthermore, because these studies included numerical data, the quantitative technique was deemed appropriate given the knowledge that the study's population was educated and hence familiar with quantitative studies.

In terms of the study's literature's accessibility, project management is a relatively new concept in business, and it was only made available twenty years ago.

Yeasmin and Rahman (2012:03), the ideal opportunity for the study's field work is generally short. Yeasmin and Rahman (2012:06) explain that when the time accessible for the investigation is short, the quantitative approach is suitable. Data was analysed statistically, and findings communicated in numbers. Based on these considerations, the quantitative approach is considered appropriate as a method for conducting the research.

Qualitative approach: In order to elicit trustworthy responses from the selected population sample and to obtain clearer responses from the respondents through a variety of non-verbal cues, the researcher used the qualitative approach as a second mode of data collection.

Collis and Hussey (2014:167) express that meetings are a technique for gathering information in which chosen participants are posed questions to discover what they do, think or feel. They know that meetings are related with both positivist and phenomenological strategies.

Schwandt (2007: 163) classifies meetings as either organised (closed, constrained decision responses) or unstructured (open-ended responses). Creswell (2007:20-24), the purpose of qualitative research is to intentionally select informants (or archives or visual material) that will best answer the research question, so no effort is made to choose informants randomly.

In order to depict the motivation, graphic, and illustrative methods of the study, the researcher used the qualitative approach as part of this evaluation. These findings' components were presented objectively.

3.5 Target Population

One randomly chosen Municipal Assembly employees from the procurement department, where procurement operations are carried out, made up the study's population.

The population included corporate executives, vendors, project and procurement managers, project coordinators, logistics specialists, and customers of the organization.

Eighteen (18) employees totaled in the population of interest from which the sample was drawn, making up the study population of ten (10) people.

3.6 Data Validity/Reliability

Golafshani (2003:6) mentions that reliability is the degree to which results are consistent over time: an accurate representation of the total population under study is referred to as reliability, and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered reliable as well.

Golafshani (2003:8) additionally expresses that validity determines whether the research genuinely measures that which it was intended to measure or how truthful the research results are. In other words, does the study instrument enable a researcher to accomplish the most ideal results possible of the research objective? Researchers generally determine validity by soliciting a series of questions and will regularly search for answers in the research of others.

In order to facilitate the flow of information in this study, the researcher logically divided the questions on the questionnaire and interview guide into sections. This allowed her to probe the proper questions in order to acquire the right replies.

Cooper and Schindler (2014:318-320), three substantial types of validity can be distinguished:

Content validity: It was mostly employed in this study through the use of chapters and sections to allow for the flow and connection of material and structured questions for both the questionnaire and the interview guide to gather the appropriate information from the respondents;

Postdictive criterion-related validity: where the questionnaire and interview guide were submitted to the university's ethical committee for approval, followed by the company's director for testing before being distributed to the responders.

Construct validity to this purpose, the university issued an Ethical Certificate to the researcher. The organization's top management gave the researcher permission to look into the problems the organization was having, as described in the questionnaire and interview guide.

3.7 Ethical Consideration

Saunders, Lewis and Thornhill (2009:130) ethics refers to the rightness of conduct in connection to the rights of the individuals who become the subject of the work or influenced by it. As a result, the following ethical principles were upheld during this research study:

Informed consent: Participants were allowed to decide to participate or not and were informed ahead of time about the concept of the investigation.

Right to privacy: The nature and quality of respondents' responses were kept entirely confidential.

Transparency with participants: Without misrepresenting what has been said or purposefully misleading others with reference to any concepts, the findings have been properly, clearly, and thoroughly explained.

Confidentiality/Anonymity: It is upstanding research practice to offer confidentiality and anonymity, as this will prompt respondents to give transparent responses (Saunders et al., 2001).

4.0 DATA ANALYSIS

This chapter summarizes the study, highlights the challenges experienced in the course of the study and offers insightful suggestions in view of the findings. The conclusions involve the findings from the analysis of the questionnaire survey. The recommendation section assesses the outcomes and implications of the study. The findings revealed that the effects of procurement processes have immense impact on project execution as the respondents gave their views with regard to effects of

procurement processes on project execution. This chapter further focuses procurement policies, challenges and ways of dealing with these challenges, and ways to eradicate or at least reduce the number and severity of these challenges of poor procurement processes on project execution in the project management in the Wassa Amenfi East Municipal Assembly of Ghana.

4.1 Aim

The aim of this research is to analyze the challenges associated with public procurement for Project Management in the Wassa Amenfi East Municipal Assembly. The Research is expected to add to Literature on improvements in strategic procurement. This aim is intended to be achieved with the following objectives.

4.2 Discussion of findings: field work

Despite the fact that the study was sent to 12 participants, all of whom are procurement representatives at the Assembly under study from various levels of employment, and with persistent multiple reminders from the researcher to the participants, 10 respondents submitted their questionnaire feedback but only 5 interviews were successful. While the majority of the questionnaires and interview questions were thoroughly answered, a few were not. As the respondents provided their opinions regarding the effects of procurement processes on project execution, the findings demonstrated that these effects had a significant impact on project execution.

This chapter also focuses on procurement rules, challenges and solutions to these problems, as well as measures to eliminate or at least lessen the impact of subpar procurement procedures on project management in the Wassa Amenfi East Municipal Assembly.

4.3 Causes of the procurement challenges

Literature revealed that the core causes of poor procurement processes on project execution can be characterized into different categories: internal factors; low quality of goods delivered by suppliers; lead time variability; system breakdown of online data capturing software to track supplies and poor time management. Therefore, the causes of poor procurement processes on project execution were surveyed based on the abovementioned statements.

The findings further revealed that lack of expertise of junior staff, poor planning of activities that then caused unnecessary delays and eventual time lags, delay in approval of Procurement Plans, and poor time management were the three major factors contributing to poor procurement processes on project execution. On account of delayed approval of Procurement Plans and Unskilled Junior Staff refer to table 2.1 and 2.2 respectively. Concerning the reasons for the issues in procurement, it was discovered that the non-compliance of Public Procurement Laws and non-usage of the GHANEPS were the central point's adding to the deficiencies of aptitude.

4.4 Link between project team role understanding and quality procurement during project execution

It was apparent that lack of clearly defined project objectives (Table 4.3) and lack of a road map for achieving these objectives resulted in the poor performance of projects. Additionally, it was accounted for by respondents that job descriptions influence employee performance in a variety of ways as detailed, thoroughly composed descriptions guide both the managers and their subordinates in their everyday work. Table 4.4 suggests that there is not much attention paid to the importance of role description, or about informing project team members of the objectives of all the tasks undertaken during project execution.

4.5 The impact of senior management in quality procurement management

With the increasing lack of attention to quality issues and sourcing errors in design organizations, senior management's ability to drive and sustain effective quality improvement efforts is paramount to the success of any organization. Role of senior management in encouraging and sustaining quality improvement efforts has been valued since early efforts to incorporate continuous quality improvement into project delivery.

4.6 Limitations of study

The researcher hopes that this study will contribute to the body of knowledge concerning effects of procurement processes on project execution in project management, although it is not without limitations. The first limitation concerns the sampling method that was employed: a probability sampling method in the form of selecting who exactly represented what part of the department in the company. This means what one's view could be far different from how someone else could look at it, which essentially mean the results from the responses of procurement team from of the company under study may be slightly or far different from the operations of another company. In addition to this shortcoming, which debilitates external validity of the study, the ecological validity of the study is relatively low since the study was conducted in one department only and was based on specific employee levels. Consequently, the research findings cannot be generalized to other departments, or to similar project management organizations, or to companies beyond the boundaries of Ghana.

5.0 FINDINGS, SUGGESTIONS AND RECOMMENDATION

5.2 Effects of procurement processes on project execution in Wassa Amenfi East Municipal Assembly

The findings of the study revealed that procurement processes do indeed have a significant effect on project execution. This is predominantly the result of an unfortunate dearth of skills from within the project team compounded by a lack of training of project team members as well as the level of policy compliance: all if this has a knock-on effect on how processes are handled during

procurement. It was important, therefore, to examine the policies in place that govern procurement, the training conducted for the procurement members of the department, and the ethical code of conduct of all personnel in the procurement department at the company under study. It was reported by respondents that low-skilled labour employed by subcontractors resulted in poor project execution at the company under study. Indirectly, the human resource support structures – such as education, training and motivation provided by the various employee organisations – geared towards enabling people to perform jobs more effectively and productively, is lacking.

The results presented in Chapter 4 and the discussion of interviewees also provided evidence that poor supplier performance leads to poor job quality. One respondent acknowledged that the quality of his chain of superior supply was a product of the superior performance of project execution and beyond. Therefore, poor contractor performance and ultimately poor procurement execution impact the quality of project execution and thus overall project management. So the reverse also applies.

Good supply chain management leads to good quality work, resulting in a quality procurement process. However, the poor quality of work performed by supply chain management actually reflects poor performance on the part of the supplier and, essentially, poor performance of the procurement process.

5.3 Recommendations

There is a reasonable gap regarding the supply chain management in the procurement processes. Suppliers, together with project management companies, need to collaborate to find strategic tactics for overcoming this recognizable gap. In the results of this study, 60% of the respondents demonstrated that non-adherence of procurement regulations contributed to the poor execution of projects. A follow-up examination and with an intent to solve the problem at the company under study would be required; however, to guarantee positive results of the attention to the subject at hand, the Assembly will need to engage all parties involved in order to see positive change.

Research has shown that the lack of formal training of the procurement team, especially at the entry-level, is another major cause of poor procurement processes. Respondents who took part in the survey agreed that lack of training for the job had a serious negative impact on the quality of the work performed, so little or no training of the project team was associated with poorer quality of work. Furthermore, studies aimed at determining the direct impact of the procurement process on project execution in project management are limited and as such further studies should be carried out in the area.

The above proposed further research that could assist the project management industry in bettering the return from their human resources for success of any project depends on the good human resource skills that the organisation has for undertaking any project at their disposal. Therefore, it is of utmost importance to keep employees well-trained and knowledgeable of their roles to improve job performance for whatever they are required to do. Adequately skilled procurement

employees add value to project management and will continue to be the yardstick by which the industry will be judged. Their path of continual improvement will bode well for a healthy industry. As ethical conduct within the leadership framework and beyond needs to be considered in any project management organisation, the outcomes of this study also uncovered that half of the procurement delegates who were studied were either not certain or did not recognise the distinguished difference between ethical conduct and policy compliance. This leaves loop holes for behaviours and choices in various situations not specifically covered in government policy books. This is quite disturbing and must be attended to by project management organisations.

One respondent said the failure of the organization's senior councilors was a major problem and a compromise in future administrative control. Sharing basic administrative powers is a non-controversial requirement. For example, the study envisions that project management will undergo greater transformation and socio-economic development in this field. Additionally, a robust supplier relationship management system should be put in place between project units and their strategic suppliers. It is important that procurement professionals and academic institutions become a major focus in the development of procurement practices in this country. This means that current academic curricula are developed to build public sector capacity, leverage private sector procurement practices for government, and develop a moral culture around the use of procurement practices. increase. A financial boost device for this country.

6.0 CONCLUSION

Future research should not ignore how the whole team handles the procurement process, not just procurement and project managers. Many lack the skills and training necessary to expand their knowledge and meet high standards. The frequency and intensity of training provided to procurement teams internally, especially within departments, is not sufficient to improve their competencies.

Additionally, top-down policy compliance within departments has a significant impact on this issue. The results of this study will be used to fill gaps in the procurement literature. This is because it can inherently facilitate or support further research in the project management industry. Furthermore, the results of this paper will be used to improve the handling of procurement processes of the companies surveyed, which is the central intention of this study.

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