



EXAMINATION OF PROCUREMENT MANAGEMENT FACTORS AND PERFORMANCE OF PUBLIC PROCURING ENTITIES: A CASE OF PUBLIC UNIVERSITIES, TANZANIA

¹ Michael P. Chuwa, Email: michaelpchuwa@gmail.com, Mwenge Catholic University, Tanzania.

² Paschal Makungu, Email: makungup05@gmail.com, Mwenge Catholic University, Tanzania.

³ Monica Mrema, Email: mremamonica52@gmail.com, Mwenge Catholic University, Tanzania.

ABSTRACT

The study was conducted in public universities in Tanzania to examine procurement management factors and their influence on performance of public procuring entities. Specific objectives of the study were to determine how procurement practitioners' competence affect performance of PEs, to determine how procurement practitioners compliance with PPA 2011 affect performance of PEs and to identify how implementation of annual procurement plans affect performance of PEs. The study employed descriptive design. Data were collected through questionnaires and documentary reviews. The study findings revealed that majority of procurement practitioners were competent but had low level of compliance to PPA 2011. It was also found that ARU, UDSM and OUT prepared APP for each financial year except that the APP was not followed according to the stated dates of the plan. It was further revealed that funds were neither adequate nor allocated on time to enable procurement to take place when desired. Hypothesis testing confirmed that competence level of practitioners was strongly related to procurement performance. On the other hand, there was no relationship between compliance to APP and procurement performance. Also it was further confirmed that the relationship between implementation of APP and public procurement performance in public PEs was significant. The study recommends to procurement and supplies related bodies to increase their emphasis on compliance with the Act and regulations through staff training. The study recommends to management to provide funds in time in order to smoothly implement APP. Other researchers can also examine other challenges facing public sector procurement not covered in this study.

Key words: Annual procurement plan, performance, public procurement, procuring entity, procurement practitioners.

1. INTRODUCTION

According to Waters (2004), procurement is composed of the entire process of acquisition of services and properties. It starts when a need or requirement is identified by a PE and a decision is made on its acquisition. The procedure goes on by involving risk assessment, searching and evaluating alternative options, awarding of contracts, delivery and payment for the supplied goods or services including contract management. Also, procurement involves asset disposal after the end of its life cycle. Bail and co-authors (2008) defined public procurement as expenditure done by the government on a variety of items and services: weapons, stationery, furniture, food, capital projects, banking services, information systems and services, the management of facilities, medical services, road building and maintenance of utilities. Acquisition of all these items is for interest of the public who finance these through taxes that they are charged.

Different measures have continuously been employed so as to change the public procurement system in Tanzania. The government of Tanzania has been undertaking several measures such as enactment of the Public Procurement Act Number 3 of 2001, Public Procurement Act Number 21 of 2004, which fully decentralized procurement functions to Procuring Entities (PEs) and currently, the Public Procurement Act Number 7 of 2011 and its subsequent amendments of 2016.

1.2 Problem Statement

Regularly conducted procurement inspections by the Public Procurement Regulatory Authority (PPRA) in Tanzania have revealed that there are serious challenges originating from lack of well-defined structures in PMUs. Weaknesses associated with structural problems in PMU include the issue of staffing whereby in some entities, there is lack of adequate staffs while in others, there is overstaffing, unclear demarcation and assignment of responsibilities, which contribute to many problems. Such problems include demoralization of staffs, capacity gaps among staffs, ignorance of procurement together with supplies legislation, and use of unqualified staffs in the field of procurement as well as inadequate monitoring and evaluations of procurement in procuring entities (Kakwezi and Nyeko, 2006).

For the case of public universities, according to PPRA audit report for financial year 2013/2014, Ardhi University, University of Dar es Salaam and Open University were discovered to have some weaknesses. Among the areas of weakness was on institutional set-up and performance whereby monthly and quarterly procurement reports were not prepared and submitted to PPRA. In addition, the Internal Accounting Unit was not trained in procurement. Also on the aspect of preparing and implementing APPs, it was discovered that those APPs were not regularly updated with details of actual implementation and also processing time was not allocated appropriately within the bid validity period (PPRA Audit Report, 2013).

This study sought to investigate further about such poor performance by looking at factors that influence performance of public procuring entities specifically by concentrating in public universities.

1.3 Objectives of the Study

The main objective of the study was to examine procurement management factors that influence performance of public procuring entities. While the study aimed at achieving the following specific objectives:

- i. To determine how procurement practitioners' competence affect performance of PEs;
- ii. To determine how procurement practitioners compliance with PPA 2011 affect performance of PEs ; and
- iii. To identify how implementation of annual procurement plans affect performance of PEs.

1.4 Conceptual Framework

Independent Variables

Procurement Management Factors

Dependent Variable

Performance of Public Procuring Entities

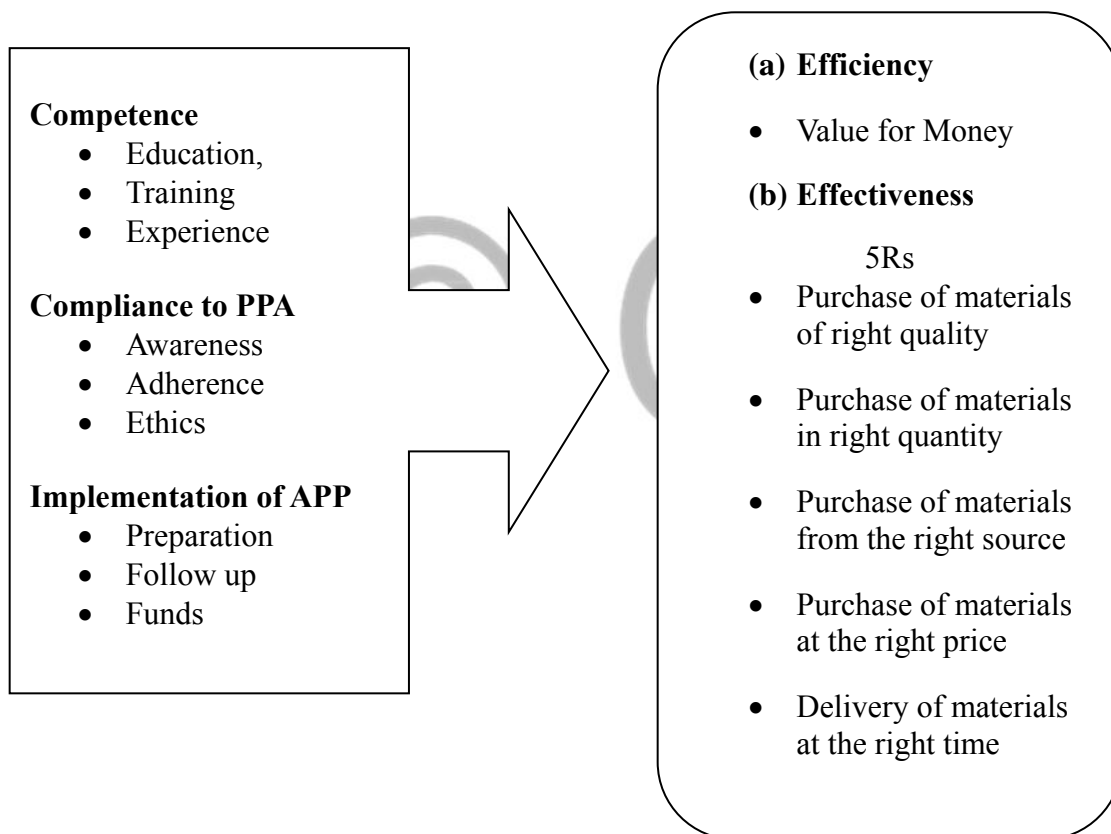


Figure 1 Conceptual Framework

1.5 Hypotheses

According to Kothari (2004), study hypotheses are a sort of predictive statements used to relate an independent variable to a dependent variable. The researcher tested the following hypotheses:

Hypothesis One

H₁: There is significant relationship between staff competence and procurement performance of public PEs.

Hypothesis Two

H₁: There is significant relationship between compliance to PPA and procurement performance of public PEs.

Hypothesis Three

H₁: There is significant relationship between implementation of APP and procurement performance of public PEs.

2.1 LITERATURE REVIEW

2.2 Concept of Performance Measurement

Performance measurement gives a PE room to check how well it is developing or advancing towards its predetermined objectives, provides a picture of capabilities area and challenges and making decisions on further initiatives to improve performance. According to Amaratunga and Baldry (2002), in order for any PE to change its direction towards achieving competitive advantage, performance should be used as a key driver of ensuring improvement in quality of provided services. Lack of it can create a barrier towards change and can result to decline of the procurement performance at large.

Batenburg and Versendaal (2006) suggested that measuring procurement performance results to a lot of advantages to PEs including reduction in procurement costs, higher profitability, supplies assurance, competitive advantage and improvement in quality;

Van Weele (2006) presents two areas in which performance of procurement can be measured, namely, procurement effectiveness and procurement efficiency. He (*ibid.*) states that procurement effectiveness measures what has been accomplished and procurement efficiency measures resources that were used to accomplish it.

Regarding Tanzania, PPRA has formulated several indicators of measuring actual performance which includes; advertisement of tenders, successful tender notification, tender response, bids preparation time, bidders participation in tenders, tender invitation procedures, submitted tender processing time, tender rejections, resolving bidders complaints, variations of contract as well as extension of time, resolving of disputes, implementation of contracts and payments delays.

2.3 Theoretical Review

2.3.1 Principal-Agent Theory

The Principal-Agent theory is an agency model which was developed by economists (Jensen and Meckling, 1976) that describe the existing relationship between principals and agents within the business. The Principal-agent theory is concerned with resolving problems that arise in agency relationship between two parties; principals such as stakeholders and principals' agents such as executives in the company.

In connection with this study, adherence to Public Procurement Act and its subsequent regulations may represent a problem between principals and agents, which ultimately, affects procurement performance in public PEs. Donahue (1989) mentioned that procurement practitioners and all public officials involved in procurement in

public sector need to take over the task of an agent for the government. In this particular case, public procurement practitioners may be regarded as agents and the central government can be considered as the principal.

The underlying assumption of Principal-Agent theory is self-interest behaviour. This is a human tendency of being self-centered by seeking for self-gain at the principal's expense, for example, opportunism. With regard to this study, other procurement practitioners as agents tend to behave opportunistically by misusing public offices at the expense of their employer (government or principal). Ultimately, such behaviour leads to poor procurement performance in public PEs because of noncompliance with the Public Procurement Act and Public Procurement Regulations by the procurement practitioners.

Another important underlying assumption of Principal-Agent theory is information asymmetry. This implies that information is unevenly distributed between agent and the principal whereby usually agents are more informed than principals and tend to deceive the principals. In relation to this study, other procurement practitioners tend to deceive their employers because such officers possess more information with regard to items procured by their entities, details concerning vendors and prices in the market. When such officers are deceiving their employers by feeding them with misleading informations, the said officers do not comply to the established legal and ethical requirements of procurement practices.

2.4 Empirical Review

According to De Boer (1998), who wrote about Purchasing Practice in Dutch Municipalities, he quoted that among factors leading to disobedience to the procurement rules is level of awareness of public procurement set of laws. He explained that at some stage in the earlier days in Netherlands, most municipalities were not complying to regulations due to unfamiliarity with the regulations.

A survey done by Gelderman et al (2006) on compliance of PEs with European Union (EU) procurement directives identified that it is possible that those who have awareness of set of laws are familiar with them to the extent that they have knowledge of how to tamper with the loopholes for their own benefit. It is important to note that vagueness in public procurement dealings might lead to dubious acts, which may result to poor compliance levels.

Similarly, previous research by Onyinkwa (2013) on factors that influence conformity with the procurement set of laws in public schools in Kenya, found out that awareness, ethics and training were key factors that influenced on compliances with procurement regulations in public secondary schools. His (*ibid.*) study mentioned that it is imperative to offer moral values and ethics education to tender board members of the schools mainly for the purpose of ensuring procurement proceedings are carried out with ultimate objectivity, accountability and non- discriminatorily.

According to another study conducted by Ombuki (2014) in Kenya on determinants of procurement regulatory conformity by public universities, it was shown that political reasons mainly influence regulatory conformity in

public institution of higher education in Kenya. This study mentioned that one of the main high-ranking elected officials was the member of women spokesperson, whose pressure account for 95.5 percent. The study suggested that elected officials must be knowledgeable on the need to abide by the state's procurement set of laws and regulations in order for the PEs to be able to achieve procurement objectives and save the government a great deal of money (*ibid.*).

Machano (2009) analysed factors affecting performance of purchasing. His study discussed about knowledge and expertise of procurement department staffs concerning the organization of procurement function. The researcher discovered that MTC use up huge sums of funds for procurement of supplies, but the PE is faced with scarcity of knowledgeable qualified professionals. From such an observation as described by Machano, it is clear that for good procuring entity's performance, availability of skilled and competent procurement staffs is essential. In addition to professional competence, observance of professional ethics and procurement values including practices in general are vital for the any PE's performance.

This study on the other hand discuss far more factors which are relevant to the recent years that might be affecting the procurement performance such as the influence of procurement plans in procurement performance which is more current issue of discussion especially considering the fact that it is already a requirement stipulated in Public Procurement Act of 2011 under section 49 (1).

3. RESEARCH METHODOLOGY

3.1 Research Design

Research design is the plan for gathering and analyzing information in a way that intend to merge relevance to purpose of the study through economy in procedure (Kothari, 2004). The study involved a survey of three public universities based in Dar es Salaam, Tanzania to obtain valuable insight to the study problem and therefore a survey approach was used in this study to gather data from University of Dar es Salaam (UDSM), Ardhi University (ARU) and Open University of Tanzania (OUT).

3.2 Target Population

Since the study intended to look at the procurement management factors affecting public PEs' performance and in this particular case, the public universities, the target population was all administrative staffs who are participants at different stages of procurement processes from the three public universities. Recall, they included University of Dar es Salaam, Ardhi University and Open University of Tanzania.

3.3 Sampling Method and Sample Size

The selected sample of 57 respondents was obtained from these universities through purposively selecting respondents from departments which frequently works closely with the procurement department which include; Accounting Department, Finance Department and the Tender Board. The user departments were also well repre-

sented because they are ultimate users of purchased supplies and services. Also they take part in describing and submitting their requirements to procurement management unit.

3.4 Research Instruments

3.4.1 Questionnaire

Questionnaire was the main instrument for data collection. Questionnaire is a widely used survey data collection tool. The type of questionnaire used was made up of open-ended and close-ended questions. Open-ended questions offered an opportunity for respondents to answer freely to the subject in their own words rather than being limited to choosing from a set of alternatives. Close-ended questions were used where the respondents chose options that best corresponds to their opinions on the subject. The study applied questionnaires because it provided adequate time to reflect on questions and provided an efficient way for collecting responses from a large sample.

3.4.2 Documentary Reviews

Under this method, the researcher read various pieces of information and examined already documented materials to acquire secondary data. Documents that were widely used in this study were Public Procurement Regulatory Authority audit reports, Controller and Auditor General's reports, Public Procurement Act Number 7 of 2011, Public Procurement Regulations of 2013, Procurement and Supplies Professionals and Technicians Board Act Number 23 of 2007 and other documents as well as materials deemed fit for the study.

3.5 Validity and Reliability of Research Instruments

Data reliability is the extent to which methods used to collect data yield consistent results (Kothari, 2004). All collected data for the study were cross-checked with the intention of providing assurance that the instruments used were able to measure what was intended to be measured, and obtained from reliable sources. Validity is related to whether or not study findings are real about what they appear to be about. This shows whether or not means of measurements are accurate and they are actually measuring what they were intended to measure (Saunders *et. al.*, 2007).

This study used two approaches of face validity and Cronbach's Alpha test. In face validity, the study applied reasonable judgment to observe whether or not the measure was indeed related to the construct. Cronbach's alpha was used to measure internal consistency reliability through Statistical Package for Social Sciences. A reliability coefficient of 0.70 or higher is considered acceptable in most social science research situations. Therefore, the researcher ensured that such cut-off point was achieved for the study to be acceptable.

3.6 Data analysis and Presentation

The study employed quantitative and qualitative data analysis methods. In quantitative analysis, the study used Chi-square statistical test for hypotheses tests due to the nature of variables used in the study being categorical variables. Tables and percentages were also used to examine as well as compare the collected data from ques-

tionnaires. In qualitative analysis interpretation and explanations were used.

4. RESULTS AND DISCUSSION

4.1 Gender Profile of Respondents

Table 4.1 provides a clear view on the way respondents from the three chosen public universities were distributed according to their gender profile. It indicates that most respondents picked in the study were males amounting to a total of 32 (56.1%). Female respondents were 25 (43.9%) (Table 4.1). Gender profile shows that male respondents dominated over female respondents.

Table 4.1 Gender of Respondents

Gender	Frequency	Percent
Male	32	56.1
Female	25	43.9
Total	57	100.0

Source: Field Survey (2016)

4.2 Distribution of Respondents according to Organization

This part provides information concerning the way respondents were distributed from their respective organizations. Table 4.2 indicates that 40.4 percent of respondents were from UDSM followed by 31.6 percent from ARU and 28.1 percent from OUT. Majority of respondents were from UDSM because the response rate was higher at this university (UDSM) than the remaining two (ARU and OUT).

Table 4.2 Distribution of Respondents according to Organizations

Organization	Frequency	Percent
ARU	18	31.6
UDSM	23	40.4
OUT	16	28.1
Total	57	100.0

Source: Field Survey (2016)

4.3 Hypotheses Testing

The hypotheses that were tested are presented in this section together with their analyses.

4.3.1 Hypothesis One

H₁: There is significant relationship between staffs' competence and procurement performance of public PEs.

The study tested this hypothesis by checking the existing relationship between staffs' competence and procurement performance of public PEs. In Table 4.3.1, two types of information were cross-tabulated, that is, the needed professional skills and competence required to conduct procurement efficiently as well as effectively against efficient and effective carrying out of procurement activities.

Then reject H₀ at 5 percent significance level where the P value is smaller than α

Table 4.3.1 Staff competence and procurement performance of PEs

Crosstab

		Do you have the needed professional skills and competence required to conduct procurement efficiently and effectively?		Total
		Agree	Disagree	
Procurement activities in my organization are carried out efficiently and effectively.	Agree Count	32	16	48
	Expected Count	34.5	13.5	48.0
	Disagree Count	9	0	9
	Expected Count	6.5	2.5	9.0
Total	Count	41	16	57
	Expected Count	41.0	16.0	57.0

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.171 ^a	1	.041		
Continuity Correction ^b	2.683	1	.101		
Likelihood Ratio	6.567	1	.010		
Fisher's Exact Test				.050	.039
Linear-by-Linear Association	4.098	1	.043		
N of Valid Cases	57				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.00.

b. Computed only for a 2x2 table

Source: Field Survey (2016)

$$\alpha = .05, X^2 = 4.171, df = 1, P = .041$$

Decision: Reject H_0 at a significance level of 5%

Discussion:

The results from Chi-square tests showed that P value from Table 4.29 ($P = .041$) is less than .05. This means that there is strong evidence to support alternative hypothesis and therefore, it can be interpreted that there is significant relationship between staffs' competence and procurement performance of public PEs.

The results from the cross-tabulation also showed that majority of the respondents agreed that procurement activities in their organizations were carried out efficiently and effectively. Also majority of the respondents agreed to have the needed professional skills and competence required to conduct procurement efficiently and effectively.

These findings are not far from those by Machano (2009) who analyzed factors that affect purchasing performance. His (*ibid.*) study also identified skills and knowledge of supplies department employees in regard to purchasing function as important factors, which affected procurement performance at Motor Trade Corporation (MTC), Zanzibar. However, his findings are in contradiction to those from this study only on competence level of the procurement practitioners whereby Machano found that procurement staffs were incompetent and unqualified professionals, while in this study, the practitioners were found to be highly competent.

Also results from this study support those from a study done by Kiage (2013) whereby his findings indicated that effective and efficient procurement process can only be achieved by proper planning by competent staffs. Or else, there would be flaws in the process (*ibid.*). Competent staffs would ensure that items or services are procured as and when the need is expected.

4.3.2 Hypothesis Two

H₁: There is significant relationship between compliance to PPA and procurement performance of public PEs.

The researcher tested the second hypothesis by checking the existing relationship between compliance to PPA and procurement performance of public PEs. In Table 4.3.2, two types of pieces of information were cross-tabulated, which are compliance to PPA 2011 and PPR 2013 against efficient and effective carrying out of procurement activities.

Then reject H₀ at 5 percent significance level where the P value is smaller than α

Table 4.3.2 Compliance to PPA 2011 and procurement performance of PEs

Crosstab

		Do you believe that compliance to PPA 2011 and PPR 2013 can result to increased efficiency and effectiveness in procurement activities?			
		Agree	Disagree	Total	
Procurement activities in my organization are carried out efficiently and effectively.	Agree	Count	28	20	48
		Expected	30.3	17.7	48.0
	Disagree	Count	8	1	9
		Expected	5.7	3.3	9.0
Total	Count	36	21	57	
	Expected	36.0	21.0	57.0	
	Count				

Chi Square Test

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.041 ^a	1	.081		
Continuity Correction ^b	1.870	1	.172		
Likelihood Ratio	3.543	1	.060		
Fisher's Exact Test				.133	.081
Linear-by-Linear Association	2.988	1	.084		
N of Valid Cases	57				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.00

b. Computed only for a 2x2 table

Source: Field Survey (2016)

$\alpha = .05, X^2 = 3.041, df = 1, P = .081$

Decision: Do not reject H_0 at a significance level of 5%

Discussion

The results from Chi-square tests showed that P value from Table 4.3.2 ($P = .081$) is greater than .05. This means that there is no strong evidence to support alternative hypothesis and therefore, it can be interpreted that there is no significant relationship between compliance to PPA and procurement performance of public PEs. This hypothesis led to these results because based on the sample, the sample failed to establish the relationship between compliance to PPA 2011 and procurement performance of public PEs.

Results from cross-tabulation also showed that majority of respondents agreed that procurement activities in their organizations are carried out efficiently and effectively.

4.3.3 Hypothesis Three

H_1 : *There is significant relationship between implementation of APP and procurement performance of public PEs.*

Here the researcher tested the third hypothesis by checking the existing relationship between implementation of APP and procurement performance of public PEs. In Table 4.33, two types of pieces of information were cross-tabulated, which are procurement planning results into increased procurement efficiency and effectiveness against efficient and effective carrying out of procurement activities.

Thus, reject H_0 at 5 percent significance level where the P value is smaller than α

Table 4.3.3 Procurement Planning and Procurement Performance of PEs

Crosstab

		Does the procurement planning result into increased procurement efficiency and effectiveness in your organization?			
		Agree	Disagree	Total	
Procurement activities in my organization are carried out efficiently and effectively.	Agree	Count	24	24	48
		Expected Count	26.9	21.1	48.0
	Disagree	Count	8	1	9
		Expected Count	5.1	3.9	9.0
Total	Count	32	25	57	
	Expected	32.0	25.0	57.0	
	Count				

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.655 ^a	1	.031		
Continuity Correction ^b	3.210	1	.073		
Likelihood Ratio	5.336	1	.021		
Fisher's Exact Test				.063	.032
Linear-by-Linear Association	4.573	1	.032		
N of Valid Cases	57				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.00

b. Computed only for a 2x2 table

Source: Field Survey (2016)

$\alpha = .05, X^2 = 4.655, df = 1, P = .031$

Decision: Reject H_0 at a significance level of 5%

Discussion

The results from Chi-square tests showed that P value from the Table ($P = .031$) is less than .05, which means that there is strong evidence to support alternative hypothesis and therefore, it can be concluded that there is a significant relationship between implementation of APP and procurement performance of public PEs.

The results from the cross-tabulation also showed that most of the respondents agreed that procurement planning results into increased procurement efficiency and effectiveness in ARU, UDSM and OUT. Furthermore, most respondents agreed to the statement that procurement activities in these organizations are performed efficiently and effectively.

Such findings from this study are not quite different from those by a study done by Hemed (2014) in Zanzibar Electricity Corporation (ZECO) who found out that procurement plan influenced on performance of public PEs. That was possible in the sense that the plan offered a better focused and efficient utilization of the PEs resources, the plan helps in processes such as budgeting and planning and therefore with adequate provision of funds due to procurement plans, performance was assured at ZECO.

Also results from this study support those from the study by Basheka (2008). He (*ibid.*) concluded that procurement planning is a long process that consists of many steps, procedures and stakeholders. The bottom line is that procurement planning is not only confined to future procurement decisions but also it is connected to the impact of procurement decisions made today for future generations.

5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Based on presented Results and Discussions, the study deduces the following conclusion:

First, the study deduces that the aspect of competence level of practitioners proved to be strongly related to procurement performance at ARU, UDSM and OUT as seen from the tested hypotheses. There was strong evidence to support alternative hypothesis and therefore, it was established that there is a significant relationship between staffs' competence and procurement performance of public PEs. The study found out that most of procurement practitioners at ARU, UDSM and OUT were quite competent and well-equipped with procurement knowledge through education, training and working experience.

However, the study failed to establish a direct relationship between compliance to APP and procurement performance because based on the responses from the sample, the sample failed to establish the relationship between compliance to PPA 2011 and procurement performance of public PEs. It was established that there was no relationship between compliance to APP and procurement performance of at ARU, UDSM and OUT. The study also established that awareness level of PPA 2011 was high with little compliance rate by the staffs at

ARU, UDSM and OUT.

The study further concludes that there is a significant relationship between implementation of APP and procurement performance of public PEs whereby respondents identified that the APP, when followed accordingly, can improve procurement performance. The study found out that ARU, UDSM and OUT all prepared APP as required by PPRA but the prepared APPs were not followed accordingly. The prepared APPs were characterized by delays in implementation either due to delays in allocation of funds according to specified dates in the APP or funds that were made available for procurement were insufficient.

5.2 Implications of the Study

Results from this study have implication in terms of public procurement knowledge, policy making and procurement management practices.

Mentioned factors in the Conceptual Framework contribute to knowledge by showing determinant factors that have influence on performance public PEs. Public PEs as well as private PEs need to be knowledgeable of these factors because through them efficiency and effectiveness can be realized. Ultimately, they will save PEs a great deal of time and funds.

The study also has policy implication particularly at government level in that public procurement legislations are based on the need to make the best possible use of public funds, whilst conducting all procurement processes with honest and fairness. From the study findings where it was realized that public PEs have low level of compliance to procurement legislations, policy makers need to make continuous follow-ups to all public PEs to check whether or not policies set are adhered to. This may involve evaluation of the economy, efficiency and effectiveness with which public funds are spent in procurement. One of the quick fix to this problem may be an oversight authority incharge of public procurement performance in the country (PPRA), could increase its efforts in making sure that there is compliance to the procurement legislations by public PEs to improve performance.

Additionally, the study has implication to management and employees in that the PEs' management need to take into account that there are some of procurement practices which are unethical and usually not easily identified in early stages of procurement. Such malpractices may include fraud and corrupt practices done by greedy practitioners and if not investigated early, they often lead to wastage of public funds and deter PEs reputation. PEs' management has to ensure adherence of work ethics by employees in which public funds are utilized with regard to economy principle and abstinence from any bad practices. They include accepting bribery, gifts, favors and even prejudicial discounts from vendors that may influence purchasing decisions. Through this, basic responsibilities of procurement practitioners can contribute positively to achievement of Value for Money objective. Top management should ensure that both user departments and procurement practitioners receive periodic training with respect to organizations' ethical and profession standards. Such training can raise sensitivity of the

personnel towards ethical practices.

5.3 Recommendations

Based on the findings of this study, the researcher managed to come up with the following recommendations for ARU, UDSM and OUT as whole in order to improve procurement performance at these public PEs.

Enhance Procurement Practitioners Competence

There are several procurement and supplies practitioners who have not attained a reasonable professional qualification employed to carry out the procurement functions. More emphasis should be given to all practitioners with low academic and professional qualifications to keep on upgrading their knowledge of procurement through training and pursuing professional studies. The study also recommends that the government should take necessary and deliberate measures to build the capacity of both regulatory and professional boards (PPRA and PSPTB) in order for them to effectively execute more training to procurement and supplies personnel.

Equally, the management of the procurement and supplies activities should be administered by qualified, competent and experienced procurement professionals. This will ensure that good procurement standards are always maintained and also achievement of high levels of efficiency and effectiveness in public procurement at large.

Emphasize on the Compliance with the PPA 2011 by Procurement Practitioners and User Departments

The study already established that there was non-compliance to the PPA by all three PEs. The study recommends that procurement and supplies related bodies especially PPRA and PSPTB should increase their emphasis on compliance with the Act and Regulations to all staffs in the organization to ensure maximum adherence to the Act and Regulations. The study recommends that it should be done by conducting frequent training and workshops to staffs involving user department.

Training to user department will enhance awareness of their functions as stipulated in the act and reduce over interference in procurement affairs which always end up affecting the procurement decisions and performance. Training can also enlighten procurement practitioners concerning changes made to the act and regulations and being able to comply with the new act and its regulations accordingly. Furthermore, the study recommends that when there is violation of the act or its regulations, such violations should be reported to relevant authorities for appropriate measures to be taken. This will help officers to work in alert because they will be aware that they are going to be held responsible for their actions and any misconduct.

Implementation of Annual Procurement Plan

The study established that implementation of APP positively affected procurement performance at ARU, UDSM and OUT. APP is very essential because it displays the amount of funds budgeted for procurement the whole financial year, tender values, methods of procurement to be used and provides a chance for suppliers to early prepare themselves to compete.

Case in due regard, the study recommends that ARU, UDSM and OUT to plan their procurement in a rational

manner to avoid emergency procurement wherever possible, aggregate their requirements whenever possible to obtain value for money. In addition, they should make use of framework contracts wherever appropriate to provide an efficient, cost-effective and flexible means to procure supplies, works and services that are required continuously or repeatedly over a set period of time. The study further recommends that since the plans are not static, frequent reviews should be done by the PEs so that plans can reflect the current needs at hand and ultimately improve procurement performance.

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