THE ASSESSMENT OF THE IMPACT OF INSTITUTIONAL FACTORS ON PUBLIC PROCUREMNT PERFORMANCE IN TANZANIA:

A CASE OF SELECTED LGAs IN MOROGORO REGION.

BY

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A Dissertation Submitted in Fulfilment of the Requirement for Award of Degree of Master of Science in Procurement and Supply Chain Management (MSc-PSCM) of Mzumbe University.

2016

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled **the Assessment of the Impact of Institutional factors on Public Procurement Performance in Tanzania:**A Case of Morogoro Municipal Council, Mvomero District Council, Kilosa District Council and Morogoro District Council, in Partial/fulfillment of the Requirements for Award of Degree of Master of science in Procurement and Supply Chain Management (MSc-PSCM) of Mzumbe University

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Signature: ……………………………………..………………...............

Date: ……………………………………………………………………

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DEDICATION

This work is dedicated to my beloved parents: Mr. and Mrs. Mapunda, my brother Erinest, my sisters: Resta, Philomena and Yasinta, and my young brothers: Charles and Leonz and my lovely daughters Nicefora D. Mapunda and Astra Castra D. Mapunda Also my wife Odwina Damas for their moral and material support towards my studies.

LIST OF ABBREVIATIONS

AO	-	Accounting Officer
CAG	-	Controller and Auditor General
CTB	-	Central Tender Board
DC	-	District council
DED	-	District Executive Director
GCC	-	General conditions of Contract
GPSA	-	Government Procuring and Services agency
LGAs	-	Local Government Authorities
MC	-	Municipal Council
MDAs	-	Ministries, Department and Agencies
MSc PSCM	-	Masters of Science in Procurement and Supplies Chain Management
NHIF	-	National Health Insurance Fund
PE	-	Procuring Entity
PMU	-	Procurement Management Unit
PPA	-	Public Procurement Act
PPR	-	Public Procurement Regulation
PPRA	-	Public Procurement Regulatory Authority
PSPTB	**-**	Procurement and Supplies Professionals and Technicians
SPSS	**-**	Statistical package for Social Science
TANESCO	-	Tanzania National Electricity Company
TB	-	Tender Board
TEMESA	-	Tanzania Electrical and Mechanical Services agency
TTCL	-	Tanzania Telecommunication Company Limited
URT	-	United Republic of Tanzania

ABSTRACT

This research was carried out at Four (4) LGAs in Morogoro Region, aiming to assess the Impact of Institutional factors on Public Procurement Performance in Tanzania**:** A Case of Morogoro Municipal Council, Mvomero District Council, Kilosa District Council and Morogoro District Council. Specifically; the study aimed to assess: the ways that organizational culture affected public procurement performance in selected LGA's in Morogoro region, the impact of professionalism on Organization Procurement performance in selected LGA's in Morogoro region, the ways that regulatory systems affect Organization procurement performance in Morogoro PEs and the ways that the inter and intra departmental relationship impacts procurement performance in selected LGA's in Morogoro region

On top of the specific objectives; the researcher had established four main research questions which acted as the guiding for data collection. The researcher used adopted a cross sectional survey study approach, whereby four LGAs were surveyed and from these selected areas data through interview, documentary review and questionnaires techniques were gathered. The total of 36 sampled respondents by using both purposive and simple random sampling means from a population of 68 were used to obtain informations. Then, the data were both qualitatively and quantitatively analyzed.

The findings revealed that: Organizational Culture affected the procurement performance in the organization. The level of Integrity**,** confidentiality**,** ethics**,** conflict of interest**,** competencies in the area of procurement and level of procurement knowledge have greater impact on organizational procurement performance**,** adherence to PPA 2011 and its regulations by LGs have been realized by almost 50% and there is positive strong relationship between top management involvement, information sharing, cooperation, team working and organizational procurement performance is insignificant for almost all districts.

Finally, the research concluded and recommended that the best initiatives that would be applied for the purposes of improving procurement performance in public sector Morogoro Region LGs in particular, are frequent seminars and workshops, employing qualified personnel; the measures which learnt and confirmed by 36(100%).

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CHAPTER ONE

BACKGROUND INTRODUCTION

1.0 Introduction

This chapter presents the background information regarding the impact of institutional factors on the procurement performance in public sector. It describes the background of the problem, statement of the problem, research objectives and questions, significance of the study, Delimitations and Organization of the study

1.1 Historical background of the problem

The institutional factors (organizational culture, regulative systems, inter and intra departmental relationship, Knowledge and skills-Professionalism) continue to affect organizational procurement performance in Tanzania Public procurement Entities.

According to Scott (2004), institutional is composed of cultural- cognitive and regulative elements that, together with associated activities and resources give meaning to life. These pillars emphasize; the use of rules, laws, and sanctions as enforcement mechanism, with expedience as basis for compliance, how things should be done and values (the preferred and desirable) and shared understanding (common beliefs, symbols, shared understanding) these situations have an influence on operation of Public Procurement towards organizational performance.

Procurement performance is affected by a number of factors in every organization, both internal and external. These factors in both include: poor procurement planning, poor staff competencies, lack of top management support, poor funding, poor working environment, unreleased donors fund, organizational culture, laws and regulations (PPRA monitoring and evaluation reports 2012/2013, 2013/2014) However, even though here various factors have been identified but this study focused on assessment of the impact Institutional factors on procurement performance in public sector.

Despite the efforts made by Tanzanian Government through reforms in different issues and amendments to PPA and its regulations, procurement performance in public organizations in Tanzania was still low. This was evidenced by the presence of poor implementing regulation that provide defined processes and procedures not included in higher- level legislation, improper use of model tender documents for goods, works and services, non adherence to Procedures for pre-qualification and others (CAG 2010). All these have resulted into poor performance of procurement function in public entities.

In 1982 the Local Government Authorities were re-established after ten years of decentralization of Government administration under the Decentralization Act, 1972. The re-establishing laws, that is, Local Government (District Authorities) Act No 7of 1982 and the Local Government (Urban Authorities) Act No. 8 of 1982 gave the local authorities the objectives among others of promoting economic development within their areas of jurisdiction through establishing their own PEs. However, despite such reforms, procurement problems within organizations were still prevailing.

The Government's effort to undertake public procurement reform in Tanzania Mainland started in 1992, the Government commissioned a consultant to undertake the Public Procurement and Supply Management Study. However, until today problems are existing that lead to poor performance of procurement function in public organizations (Nditi, 2014).

However; according to Lysons (2000), around 2000 the significant contribution of procurement professionalism to value adding in public procurement became increasingly important due to establishment of institutions and professional bodies of procurement and supply management in different places despite the existing challenges of institutional factors in every organization Such factors include: differences in Cultural behavior, Organizational set up, poor inter and intra departmental relationship, lack of professionalism. From these views, it implies that the procurement professionalism play a greatest role towards procurement performance, thus the researcher, aimed to undertake the research mainly with the great focus on assessment of the impact of institutional factors in relation to the Public Procurement Organization performance.

1.2 Statement of the problem

The Public procurement entities play an indispensable role in the effective delivery of public services that are key to functioning of a state economy. When the delivery of services is constrained or becomes ineffective, it affects the quality of life of the people and nation's development process (Arrow Smith, 2005). The World Bank in its project appraisal report of 2010 reported that, projects are experiencing funds absorption rate of not less than thirty percent (30%). Although this low rate cannot fully be blamed on the procurement function, it shows that there is relationship between procurement function which has completely fallen short of the expectations of the public entities in Tanzanian (World Bank 2010).

However, the literatures show that institutional factors in various public procuring entities interfere procurement performance and consequently lead to poor organization performance development. (CAG reports and PPRA procurement monitoring and evaluation reports 2011/2012).

The major actors of procurement functions in Government sectors include: Accounting officer, TB members, PMU, Finance committee in LGAs and user departments. However, the Literatures indicate that, most of TB members and Accounting Officers and even Finance Committee in LGAs often use past experiences in approving procurement proceedings recommendations in their procuring entities, and yet others do not attend seminars or workshops relating to procurement matters for almost all time of their tenure since their appointment. This might be caused by institutional factors. (PPRA Monitoring and Evaluations Procurement Compliance Reports 2011/2012, CAG Procurement Reports: 2010/2011- 2012/2013).

According to Mwilima (2006), Tanzanian government spends a total of 70% of its budget in procurement and supply activities, but it suffers up to 200 bn/= loss annually due to poor materials management.

However, little or no research has been done to assess the Impact of Institutional factors on Public Procurement Performance in public sector. It is from this background that the research assessed the impact of institutional factors (Culture, adherence to regulative requirements and professionalism) on Public Procurement Performance as revealed from 2009/2010 to 2013/2014 Tanzania National Audit reports

1.3 Objectives of the study

The research objectives were divided into two, which are: general objectives and specific objectives as shown hereunder.

1.3.1 Main objective

The general objective of this study was to assess the Institutional factors on public Procurement Organizational performance in Tanzania

3.1.2 Specific objectives

i. To assess the ways that organizational culture affects with Public Procurement performance in selected LGA's in Morogoro region
ii. To assess the impact of professionalism on Organization Procurement performance in selected LGA's in Morogoro region
iii. To assess the ways that regulatory systems (emphasizes on the use of rules, laws, and sunctions) affect Organization procurement performance in selected LGA's in Morogoro region
iv. To assess the ways that the inter and intra departmental relationship impacts procurement performance in selected LGA's in Morogoro region

1.4 Research questions

The following were the research questions that were used by the researcher in data collections. However there were four research questions which were set based on the stipulated objectives

i. How does the Organizational culture influence procurement performance in Morogoro LGAs?

ii. In which ways procurement professionalism affects procurement performance in selected LGA's in Morogoro region?

iii. How does Legislative system affect procurement performance in selected LGA's?

iv. What are the effects of inter and intra departmental relationship on PEs procurement performance?

1.5 Significance of the study

1.5.1 To Researcher (student)

This is a partial requirement for fulfillment of Master of Science in Procurement and Supply Chain Management (MSC-PSCM) as the requirement of Mzumbe University. Also this study is of importance to the researcher as it equips his knowledge of impact of institutional factors on procurement organization performance and interpretation of data for managerial purposes.

1.5.2 To the Local Government Authorities

The study is helpful for Tanzanian organizations to improve the working environment of procurement actors for the organizational performance development. Also it is beneficial to policy makers, donors and others, for it acts as a foundation for further development policies through the improvement of procurement activities.

1.5.3 To the Academician

To other researchers studying on the related subject, this study serves as reference to enhance their work. Also, the study serves as a basis for further research into the impact of factors on procurement organizational performance especially in the areas that were not covered by this study.

1.6 Delimitations of the study

This study was conducted in LGAs and focused only to the objectives and research questions identified. It focused on Institutional factors only and not on other factors like procurement planning, Donors support, management support because the researcher wanted to specifically assess the impact of institutional factors on public procurement organizational performance. The study was relevant for different organization but this one focused only on LGAs in Morogoro region. This process helped to avoid irrelevant information during data collection.

1.7 Limitations of the Study

There were some difficulties that hindered the researcher during data collection. These limitations include; some respondents did not return the questionnaires on time- however, the research used to visit them regularly and therefore through regular visit the required number of respondents was collected. Another limitation was lack of enough time to meet with some intended respondent especially accounting officers for interview, again the researcher interviewed two accounting Officers through orally.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of related literature whereby, identified concepts were discussed. It is based on theoretical Literature review, empirical literature review and finalizes with the conceptual framework.

2.1 Theoretical literature review

2.1 .1 Definition of key terms

Procurement means buying, purchasing, renting, leasing or otherwise acquiring any goods, works or services by a procuring entity and includes all functions that pertain to the obtaining of any goods, works or services, including description of requirements, selection and invitation of tenders, preparation and award of contract.

(PPA, 2011)

Public Procurement: Public Procurement refers to the activities of acquisition of goods, works and services through purchase lease, renal, and hire purchase for public consumption. Procurement in the public sector encompasses public, quasi – public and autonomous public organizations (Woods et al, 2000).

Procuring entity- means a public body and any other body, or unit established and mandated by government to carry out public functions, while Public fund- means monetary resources appropriated to procuring entities through budgetary processes, including the consolidated fund, grants, loans and credits put at the disposal of the procuring entities by local or foreign donors and revenues generated by the procuring entities. (PPA, 2011)

The Profession: Dobler and Burt (1996) define a profession as: “a calling requiring specialized knowledge and often long and intense preparation including instruction in skills and methods, maintaining by force of organization or concerted research and to a type of activity that as for its major aim of providing services to the people.

According to Mikkerson (1964) defined profession to posses key characteristics including a skill focused on ideally knowledge a skill that need regular trainings and education, capacity to show competence by professional through winning examination, having integrity, ethical code of conduct, nature of service which are being provided to the public and how the professionals are organized.

2.1 .2 Concepts and its link with procurement performance

Linking the concept of professionalism and procurement performance.

The normative pillar refers to norms (how things should be done) and values (the preferred and desirable), social obligation being the basis of compliance with a high focus on professionalism. Procurement professionals need to acknowledge and devise strategies for managing all these complex challenges. The professionals must be seen as champions of efficiency and effectiveness and must acknowledge the challenges and their various forms, and their source. The requirements to educate professionals and equip them with new and higher – level skills have consequently become urgent (Sauber et al, 2008). A skill is the ability either to perform some specific behavioral task or the ability to perform some specific cognitive process that is related to some particular task (Peterson and Van Fleet, 2004).

Moreover, professionalism was measured by using six items obtained from the works of Ntayi *et al.*, (2009), Ntayi and Eyaa (2010) and Basheka and Mugabira (2008). These measurements include integrity, confidentiality, being ethical, the matters relating to conflict of interest, competencies in the area of procurement, and level of procurement knowledge. The researcher assessed the ways in which procurement professionalism affects Organization procurement performance in public sector particularly Morogoro Local Government Authorities.

Procurement Performance and its compliance indicators

Knudsen (1999) suggested that procurement performance starts from purchasing efficiency and effectiveness in the procurement function in order to change from being reactive to proactive to attain set performance levels in an entity.

According to PPRA, (2004) the following are seven (7) compliance indicators that lead to PEs high procurement performance. These include: institutional set up and performance, appropriate grounding and accomplishment of Annual Procurement Plan (APP), suitability of the tender process, aappropriateness of contract implementation, record keeping, implementation of systems prepared by PPRA (PMIS/CMS) and handling of complaints.

According to the World Bank (2006) performance indicators includes; implementing regulation that provide defined processes and procedures not included in higher- level legislation, model tender documents for goods, works and services, Procedures for pre-qualification, Procedures suitable for contracting for services or other requirements in which technical capacity is a key criterion, user's guide or manual for Contracting entities and general conditions of Contracts (GCC) for public sector contracts covering goods, works and services consistent with national requirements and ,when applicable international requirements.

Institutional factors

According to Scott (2004 there is no single definition in relation to institution or the theory of Institution. However institution is the combination of Culture, regulative essentials which together with various related actions and resources give really picture to life. Shortly, Institutions results from three thinks namely regulatory, normative and cultural essentials.

The Regulatory enforcement and Procurement Performance

The regulatory pillar emphasizes the use of rules, laws, and sanctions as enforcement mechanism, with expedience as basis for compliance. From the audit findings it shown that on average compliance has realized by forty two percents (42%) calculated from the seven compliance performance indicators issued by PPRA. The average level of compliance for MDAs was forty four percent (44%) and fro LGAs was thirty nine percent (39%)

Enforcement could be broadly viewed as any actions taken by regulators to ensure compliance (Zabric and Sims, 2011). There are mixed opinions regarding the effect of enforcement on compliance. Since Scholars such as sparrow (2000, 1994) doubt the direct effect of enforcement on compliance. They argue that enforcement may make violators more sophisticated in how to prevent, and conceal detection by the Gikonyolities.

However many other scholars agree that, enforcement improves compliance (Gunningham and Kagan, 2005; Imperato 2005; Sutinen and Kuperan, 1999; Zubric and Sims (2011), enforcement action and increased penalties lead to greater levels of compliance with laws. This implies that; institutional factors might be the one that interfere the functioning of procurement professionalism within Tanzania organizations towards organizational procurement performance , for that, a further study was required to address those challenges, hence this study was proposed to assess the impact of the Institutional factors on procurement performance towards Organization performance development in public sector.

Integrity is essentially reliability. Bidders, and all other stakeholders, must be able to rely on any information seminated by the procuring entity, formally or informally.
The integrity of the procurement process assures confidence in the public procurement system. When solicitation documents are made publicly available, the information they contain must be dependable and free of ambiguities or bias.

When reviewing solicitation documents, prospective bidders should be able to determine if they are qualified to undertake the assignment. They also should be able to assess the need for association with other bidders and the type of association they would need to form given their qualifications and the requirements of the assignment.

Bidders should have a clear understanding of the requirement, and know how they will be evaluated. Evaluation and selection criteria must be clearly stated in the solicitation documents. These criteria should remain unchanged unless there is need to modify them. If modification is required, the solicitation documents should be amended, published and made available to all prospective bidders. Any changes in the offer submission date, should allow bidders sufficient time to adjust their offers accordingly to meet the new submission deadline.

Integrity of Public Procurement Practitioners

Practitioners working within procuring entities, and other government officials involved in the public procurement process, must display personal and professional integrity. Ideally there shouldn't be any inconsistency between the two. Public servants involved in the public procurement process should, at all times, be perceived as honest, trustworthy, responsible and reliable. They must always keep the purpose of the procurement requirement in mind, and strive to ensure that they responsibly manage public procurement as mandated by the public procurement rules.

The Organization Culture and Procurement performance

The cultural cognitive pillar rests on shared understanding (common beliefs, symbols, shared understanding). Although there is no single definition of culture, one can define it as the structure of behaviors, ideas, attitudes, values, habits, beliefs, customs, language, rituals, ceremonies, and practices of a particular group of people that provide them with a general design for living and pattern for interpreting behavior (Rice, 2007)

According to Lisa (2010), Culture plays a central role in the compliance process and associated outcomes. Conducted a study on culture in public sector and depicted culture as a hindrance to reforms. It is also contended that in a specific type of culture, characterized by specific values such as openness, trust and honesty (Arjoon, 2006) as cited in Lisa, (2010), employees are more likely to engage in compliance behaviors, which collectlly will contribute to organizational compliance.

Due to regulatory reforms and changing community expectations, the role of culture in organizational compliance has gained momentum (Lisa, 2010).Basing on the competing values model (hierarchical Culture), which involves enforcement of rules, conformity and attention to technical matters, individual conformity and compliance are achieved through enforcement of formerly stated rules and procedures (Zammuto and Krakower, 1991) as cited in Parker and Bradley (2000).

2.1.3 Theories

The Institutional Theory

According to Scott (2004), institutional are composed of cultural- cognitive and regulative elements that, together with associated activities and resources give meaning to life. These pillars emphasize; the use of rules, laws, and sanctions as enforcement mechanism, with expedience as basis for compliance, how things should be done and values (the preferred and desirable) and shared understanding (common beliefs, symbols, shared understanding). These situations have an influence on operation of public procurement towards organizational performance. The theory promotes cooperation among different actors so as to achieve performance in the entity, particularly procuring entity.

The Principal agency theory

The Principal agency theory states that; shirking is likely to occur when there is some disagreement between policy makers and the bureaucracy. The principal agent theory as advocated by Donahue, (1989) explains that procurement managers in public sector play a relationship role. But his findings are based on the buyer/supplier relationship and the need of the buyer, as the principal, to minimize the risks posed by the agent. The author argued that procurement managers including all civil servants concerned with public procurement must play the agent role. Therefore the procurement managers take on the roles of the agent for elected representatives. The democratic perspective focuses on responsiveness to citizens and their representatives (storm 2000; Lupia 2003). However, from this theory, it was therefore it can be argued that; Institutional factors affected the relationship promoting role of public procurement Actors.

The Public choice theory

This focuses the behaviors of voters, politicians and government officials as (mostly) self interested agents. Politicians and government employees are driven by self-interest resulting in under provision of good government policies. While they are supposed to work in public interest, putting into practice policies of government as efficiently and effectively as possible. Public choice theorists see bureaucrats as self-interested utility maximizes, motivated by such factors as salary, prerequisites of the office, public reputation, patronage and ease of managing the bureaucratic (Niskanen, 1973). However, from this theory, it can be argued that; Institutional factors affected effectiveness and efficient functioning of Public servants towards public procurement performance in Morogoro Region's LGs

2.2 Empirical literature review

This research was aimed to assess the impact of Institutional factors (organizational culture, procurement professionalism and regulatory systems) on public procurement performance in Tanzania**:** A Case of Morogoro Municipal Council, Mvomero District Council, Kilosa District Council and Morogoro District Council. Specifically; the study assessed: the ways that organizational culture affects public procurement performance in Morogoro LGA's, the impact of professionalism on Organization procurement performance in public sector, the ways that regulatory systems affect organization procurement performance in Morogoro PEs and the ways that the inter and intra departmental relationship impacts procurement performance in PEs.

According to the research findings found by Lisa (2010) on his study, It was revealed that organizational culture affect the procurement performance for it fouvared unethical behavior of channeling procurement activities not through PMU in the organizations thus limited the idea of competitiveness, emphasized the applications of cash purchases and not directly payments to suppliers.

Additionally; Mwangi and kairuki 2013 on their study found that some cultural elements within the public entities promoted the procurement performance through emphasizing cooperation among procurement actors in ensuring the compliance with rules and regulations

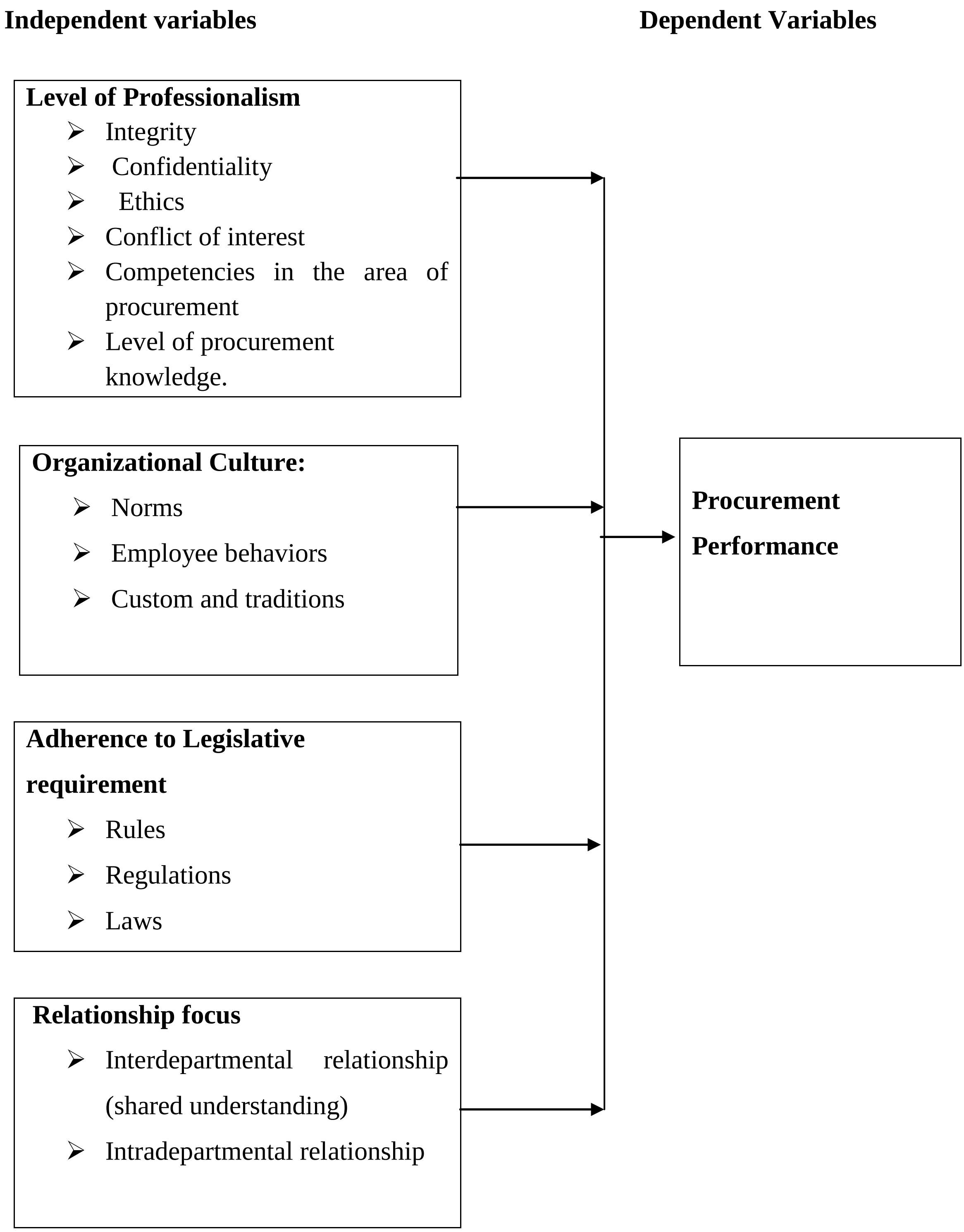
In this study, the researcher established four main research questions which acted as the guiding for data collection which were supported by other minor questions. As a result of those questionnaires and interview responses the following revealed: Organizational Culture affected the procurement performance in the organization. This finding was similarly with the findings found by Lisa (2010) on his study, but the same finding was controversial by the research findings of Mwangi and kairuki 2013. The level of Integrity**,** confidentiality**,** ethics**,** conflict of interest**,** competencies in the area of procurement and level of procurement knowledge have greater impact on organizational procurement performance**,** these findings are the same like those found by Mwilima (2006) on his study concerning loses of 200 billion annually on procurement budget. And there is positive strong relationship between top management involvement, information sharing, cooperation, team working and organizational procurement performance is insignificant for almost all districts.

Furthermore, a report of CAG of 2011/2012, found the common problems facing most of procurement professionals in ensuring value for money in public procurement among others include**:** Political interference, PMU's Budget constraints, Unclear organizational structures, Poor procurement awareness to stakeholders, Lack of knowledge and skills of TB members and other stakeholders hence limiting cooperation, Involvement of Finance Committee in procurement decisions with poor procurement knowledge and skills, Personal interest among of stakeholders and partial involvement of PMU in Implementation stage of Works projects. However, this study revealed the similar findings.

2.3 Conceptual framework

Conceptual Framework can be defined as a basic structure of research consisting of certain abstract ideas and concepts that a researcher wants to observe, experiment or analyze (Mbogo e*t al*, 2012). The conceptual framework (Figure 2.1) demonstrates a set of relationships among independent variables and dependent variables.

Figure 2.1: Conceptual frame work



Source: Researcher's construct (2016)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter provides a methodology adopted in the study under the following parts; Area of the study, research design, sample size and sampling procedures, data collection tools, data analysis techniques and time framework.

3.1 Study Areas

This study was conducted in four local Government Authorities in Morogoro region. The conclusion drawned focused on four Tanzania procuring Entities, particularly in LGAs of Morogoro Region, namely; Morogoro Municipal Council, Mvomero District Council, Kilosa District Council and Morogoro District Council, whereby the Procurement professionalism was poorly practiced and thus, led to the ineffective utilization of public fund through public procurement. Additionally; they were among of the public sectors that were facing challenges of non-compliance to PPA, 2011 due to the Institutional issues. (Tanzania PPRA and CAG Annual audit reports 2012/2013).However, the selection of these LGAs was due to the fact that, according to CAG 2012, 2013 and 2014 reports they performed poorly as compared to other LGAs in the region.

3.2 Research design

Although there are different study designs, this study adopted a cross- sectional survey study approach. It explored the impacts of Institutional factors on Procurement Organization performance in public sector especially Morogoro LGAs. This selection was due to its flexibility in terms of data collection and its interrelated characteristics advantages. Also it enabled the findings to be compared from among several Public Procuring Entities.

3.4 The Population

The population of the study consisted of sixty eighty (68) respondents from the four PEs (Study Areas – seventeen respondents (17) from each institution. The researcher obtained relevant data from sampled of thirty six (36) for they were among of the key players in execution of procurement matters. Specifically, the sampled population included staff from the Procurement Management Units (PMU), Members of the Tender Boards, Members of the Finance Committees, Accounting Officer, Heads of Departments and other Stakeholders that included Suppliers and Contractors,

3.5 Sample size and Sampling Methods

3.5.1 Sample Size

The sample size of thirty six (36) respondents out of sixty eighty (68) respondents from the total targeted population of four (4) LGAs employees (Morogoro Municipal Council, Mvomero District Council, Kilosa District Council and Morogoro District Council) was purposively and randomly selected. This sample size was equivalent to 52.93% of the whole population, hence fulfilling the argument of Cooper and Schinder (2008) who argued that, for any valid and reliable study to be carried; its sample shouldn't be less than 30% of its population. This is also was supported by (Thorn hill, *et al*, 2007)

3.5.2 Sampling Techniques

Two sampling techniques were used in data collection, namely; Non probabilistic sampling particularly; Purposive sampling technique and Probabilistic sampling particularly simple random sampling technique.

3.5.2.1 The purposive sampling technique:

The researcher selected the sample on the basis of his knowledge, accessibility or by personal judgment, hence; the following four (4) Accounting Officers (one from each procuring Entity), Eight (8) Tender Boards members including two (2): Chairman and secretary from each procuring entity and twelve (12) PMU stuff (three staff from each Procuring entity). The researcher considered and used these groups because they were the key actors in procurement operations, thus they possessed relevant and enough procurement data.

3.5.2.2 The simple random sampling:

The researcher used this technique to obtain a sample size of four (4) Heads of Departments (one from each procuring Entity), and thirteen (13) Stakeholders including Suppliers, service providers and contractors from all four Procuring Entities (three (3) from each DC's procuring Entity and four (4) from Morogoro MC procuring Entity), They were randomly selected from the whole population by giving each respondent an equal chance of being selected as hereunder well defined;

Step one (1); - The researcher collected a total of twelve (12) names of Finance committee members from all Procuring entities (whereby three (3) names from each council. Then, all names were written in papers, folded and placed in a four buckets representing each council, the name of one (1) member for every group of three(3) was selected at a time and not returned in the bucket; hence three (3) respondents obtained fairly from each LGA.

Secondly; the same excise done in step one was used in selecting one (1) from a group of two (2) in Morogoro MC and one (1) at a time for every group of three (3) Heads of departments from three DCs.

Step three and final; the same procedure of step one and two was applied to obtain thirteen (6) out of thirteen (13) respondents (stakeholders like suppliers, service providers and contractors). Here, nine (thirteen) names of respondent (stakeholders) were collected from the four (4) LG's PEs {whereby; three (3) stakeholders from each DC's PE in all three PEs and four (4) stakeholders from Morogoro Mc's PE}. The distribution of the population and actual sample were as summarized in table 3.1 below.

Table 3.1 Distribution of Respondents

S/N	Unit of inquiry	Morogoro Mc		Mvomero Dc		Kilosa Dc		Morogoro Dc		All four Councils	
		Actual Sample	**Population**	**Actual Sample**	**Population**	**Acual Sample**	**Population**	**Actual Sample**	**Population**	**Actual Total Sampl size**	**TotalTarget population**
1.	Accounting Officers	1	1	1	1	1	1	1	1	**4**	**4**
2.	PMU stuff	3	4	3	4	3	4	3	4	**12**	**16**
3.	TB members	2	3	2	3	1	3	1	3	**6**	**12**
4.	Finance Committee members	1	3	1	3	1	3	1	3	**4**	**12**
5.	Head of Departments	1	2	1	3	1	3	1	3	**4**	**11**
6.	Stakeholders(Contractors)	2	4	2	3	1	3	1	3	**6**	**13**
	TOTAL	**10**	**17**	**10**	**17**	**8**	**17**	**8**	**17**	**36**	**68**

Source: Researcher's own construct (2016)

3.6 Types and Sources of Data

In this study both Primary and Secondary data were used

3.6.1The Primary Source of data

These data were collected by researcher himself directly from the field. These included: employee's and other stakeholders' opinions on the ways organizational culture interfered procurement performance in public sector, data on the impact of professionalism on the Organization procurement performance in public sector and the ways that regulatory systems affected Organization procurement performance in Morogoro Region's LGs.

3.6.2 Secondary Source of data

The researcher utilized different reports from the four (4) LGAs in Morogoro region. (monthly, quarterly, semi and Annual procurement reports, Annual procurement audit reports, tender board minutes, site meeting reports, Client project manager's instructions issued to contractors and other procurement reports from various stakeholders like: PPRA) of 2009/2010 to 2013/2014 which helped to access accurate and reliable data and were used to compare percentage changes in procurement performance from one period to another in different Entities.

3.7 Data collection tools

Primary and secondary data collection tools were used to get information from respondents

3.7.1 Questionnaires

In this study structured questionnaires were prepared and left to PMU;s office in every Morogoro LG out of four LGAs in Morogoro region to be provided to nine (9) stakeholders including Suppliers and Contractors, three (3) Finance committee members and four (4) Heads of departments. Later were collected from the PMUs Office after two weeks. The questionnaires involved both open and closed questions so as to simplify the process of getting proper response from the respondents. Detailed ideals were required to validate the information and the format of the questionnaires during the process of collecting data, refer appendix No.1

These complemented and supplemented information obtained from documentary review in relation to; how the Organizational culture interferes Organization procurement performance in Morogoro LGAs, ways procurement professionalism affects Organization procurement performance in public sector particularly Morogoro District Councils, how Legislative system affect Organization procurement performance within an organization and the impact of inter and intra departmental relationship on PEs procurement performance.

However, the responses to the statements in the questionnaires were hinged on a 5-point Likert scale ranging from 1-strongly agrees; 2- agree; 3-disagree; 4 Uncertain and 5-strongly disagree. This is consistent with Raaijmarkers et al.(2000) who content that "odd numbers of responses should be avoided because the mid-point neutral statement of "neither agree nor disagree" is confused with don't know or "not available" the researcher desired the respondents to make a definite choice instead of choosing a neutral position.

3.7.2 Interviews

The researcher used written interview approach to obtain data from the four (4) Accounting Officers, eight (8) Members of the Tender Boards and twelve (12) Procurement Management Units (PMU) staff. The written interview questions were left to PMU's office in every Morogoro LG out of four LGAs in Morogoro region and picked after two weeks.

The information that was intended to be obtained included: data on how the Organizational culture interferes Organization procurement performance in Morogoro LGAs, ways procurement professionalism affects Organization procurement performance in public sector particularly Morogoro District Councils, how Legislative system affect Organization procurement performance within an organization and the impact of inter and intra departmental relationship on PEs procurement performance. All these data helped the researcher to support documentary review and finally helped to draw the conclusion arrived from the analysis

3.8 Data analysis

The data were analyzed through using two approaches namely, qualitative and quantitative. Due to the nature of the study quantitative method have greatly been used because most of the data collected were of numerical nature. Furthermore, other data were entered into computer and analyzed using Correlation Analysis. Generally the Statistical package for Social Science (SPSS) was used as software.

Firstly; findings in relation to first specific research objective, which concerned with how organizational Culture interferes Organization procurement Performance in public sector. The Cultural elements were linked with operationalization of procurement activities, and were measured through noting how those elements in one way or another interfered procurement processes. Hence respondent views had been collected and analyzed using percentages, means scores. Secondly, findings in relation to research objective two, which concerned with how professionalism impacted Organization procurement Performance, whereby the researcher analyzed professionalism through measuring the level of Integrity**,** confidentiality**,** ethics**,** conflict of interest**,** competencies in the area of procurement and level of procurement knowledge.

Thirdly; findings relating to research objective three, which concerned with how legislative systems (rules, regulations and Laws) might affect Procurement performance in the Morogoro region LGAs. The researcher focused on the fundamental elements of the pillars that linked PMU activities to overall functioning of the Government in relation to its structure and the Country as a whole.

This involved the boundary of usefulness and the ground of Regulatory structure and possibility together with accessibility of the people to the laws and regulations that had been measured by being familiarity with the Act ,Procurement methods measured by appropriateness in selection of the method, Advertising rules and time limits measured by number of contracts awarded and advertised publically and means of advertising, together with time frame, principles on attending and selection based on qualitative scheme of preference measured by eligibility, and existing of chances), Tender documentation and technical specifications were measured by participants who prepared them, appropriateness in using of different tender documents, ability to fill documents properly.

Tender evaluation and award criteria were measured by checking familiarity with evaluation process by Suppliers or Contractors; Submission, Receipt and Opening of tenders were measured by situation of opening publically or not, presence of signed opening reports. Lastly; findings in relation to research objective four, which concerned with the detailed discussion of relationship between institutional factor and procurement performance in PE's were analyzed by using correlation coefficients of r and p value (r means level of significant, and p = relationship)

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.0 Introduction

This chapter presents and interprets the study findings arising from the research field. It represents the research findings focusing on four specific research objectives.

However, the researcher analyzed and presented data based on the following specific areas.

i. Demographic characteristics of the respondents.
ii. The ways that organizational culture interferes with Public Procurement performance in Morogoro LGA's.
iii. The impact of professionalism on Organization Procurement performance in Public sector, Morogoro LGA's as a pilot areas.
iv. The ways that regulatory systems (emphasizes on the use of rules, laws, and sunctions) affect Organization procurement performance in Morogoro PEs.
v. The ways that the inter and intra departmental relationship impacts procurement performance in PEs.

4.1 The rate of responce

This research work expected fouty (40) respondents for data collection concerning the assessment of the Institutional factors on Public Procurement performance in Tanzania. However it revealed that, thirty six (36) actual respondents out of the sixty eighty (40) targeted respondents were used to obtain dissertation findings making response rate of 90 %. Hence fulfilling the argument stated by Cooper and schinder (2008) that for any valid and reliable research to be carried its sample size should not be less than 30 % of its population. This is also was supported by (Thorn hill, *et al*, 2007). The rate of response is as hereunder presented on the table.

Table 4.1 Expected and Actual number of respondents.

S/N	Council	Targeted sample	Actual No. of Respondents.	Rate of responce
1	Morogoro MC	10	10 (17/68 x100)	100%
2	Mvomero DC	10	10	100%
3	Morogoro DC	10	8	80%
4	Kilosa DC	10	8	80%
	TOTAL	40	36	Average. 90%

Source: Researcher's construct (2016)

Therefore, the response rate was good as indicated in the table above. On average 36 respondents equivalent to (90%) as a response rate was realized.

4.1.1. General features of respondents.

4.1.2 Working Experiences of staff

From the table 4.2 below, it revealed that on average, 18 (50%) respondents were more experienced through working between five and ten years in the public organizations. In such findings it is a worth word to say; that most of the employees working in non-profit organizations have experience of more than 5 years, Also, on average, 2 (20%) respondents were of less than 5 years of working experience. Thus from these findings it can be argued that non-profit organizational procurement units have experienced personnel who facilitate the procurement function processes.

Furthermore, one among of interviewed respondents from Kilosa DC said that, "Currently, the Public sector used to employ both inexperienced staff and younger educated fresh students from Universities and thus automatically promoted working efficiency and effectiveness with the organizations." Hence the finding above was relevant to the reality of working that prevails nowadays in the public sector.

Table 4.2 showing working experience of respondents

Years		frequency	percent	Valid percent	Cumulative percent
	Less than 5	2	5.6	5.6	5.6
	6-10	18	50	50	55.6
Valid	11-15	6	16.7	16.7	72.3
	16 and above	10	27.8	27.8	100.0
	Total	36	100.0	100.0	

Source: Researcher's construct (2016)

4.1.3 Level of Education

From the table 4.3 hereunder, It is seen that more respondents about fifty five (55%) are first degree holders, this means that the Morogoro Local Government Authorities' PMU work with a good staff with possession of First degree level. Despite of having degree holders in the organizations, still some PMU staff are Diploma Holders, and from the findings it indicated that, most of Diploma holders are older as compared to other levels. This group occupies twenty seven point eight percent (27.8%) of the total groups studied. Additionally, it was found that, two percent (2%) are master holders, and the four percent (4%) belongs from a group of certificates.

Through these findings it was not worth to argue that, the all four LGAs PMU in Morogoro Region work with appropriate competent staff in execution of procurement activities and therefore promotes transparency, efficiency and effectiveness finally realizing value for money. The similar finding was found by Erick (2002) form his study concluded that professional procurement and qualified workers buy right goods, from right supplier and at a right time. This implies the professional procurement personnel ensures on obtaining value for money all the time.

However very interested respondents via interview and supplemented by questionnaires reported that the public sector employ master' holders, as it is observed 5.6% are master holders. These are employed so as to ensure effectiveness and efficiency of the production and services in general. One of the interviewed respondents said.

"Since the organization motto is right workers for right services, we employ degree and Masters graduates because we are sure that these do not need maximum supervision".

Table 4.3 Education level of respondents

		frequency	percent	Valid percent	Cumulative percent
Valid	Masters	2	5.6	5.6	5.6
	First Degree	20	55.6	55.6	61.2
	Diploma	10	27.8	27.8	89
	Certificate	4	11.1	11	100.0
	Total	36	100.0	100.0	

Source: Research Finding (2016)

4.2 The ways that organizational culture interferes with public procurement performance in Morogoro LGA's

The first objective of the study was to assess the ways that organizational culture interfers with Public Procurement performance in Morogoro LGA's.

Generally:From the table 4.4 below all the four (4) Council seemed to have the very minimum average 22.05 and variance 10.897, this implies that, organization Culture has a less influence on the procurement organizational performance.

Table 4.4 shows Means and Variances of how Cultural impact procurement performance.

	Culture leads to misundererstanding between PMU and user department in Organization.	Most of employees in each section like to purchase stationaries themselves	Culture is a hinderance to reforms	Employees are more likely to engage in non compliance behavior that interfere procurement implementation	Employees customs and behariour favour procurement operations.	Average
Valid	36	36	36	36	36	36
Mean	18.00	18.00	15.75	29.25	29.25	22.05
Variance	18.000	6.003	2.250	19.980	8.253	10.897

Source: Researchers computed findings (2016)

Table 4.5 How Organizational culture interferes Organization procurement performance in Morogoro LGAs?

	Morogoro MC		**Morogoro DC**		**Mvomero DC**		**Kilosa DC**	
Criteria	% variance	mean	% variance	mean	%variance	mean	%variance	mean
01	1.500	2.00	0.944	2.22	1.500	2.00	1.944	2.22
02	0.250	2.00	1.000	2.33	0.250	2.00	1.028	2.56
03	0.361	2.11	0.500	2.00	0.250	2.33	1.500	2.00
04	0.944	3.22	0.361	2.11	0.944	3.22	1.278	2.44
05	1.250	2.67	1.444	2.22	0.694	3.22	1.028	2.332
Average	**0.861**	**2.4**	**0.8498**	**2.176**	**0.7276**	**2.554**	**1.3556**	**2.3104**

Source: Researcher's computed findings (2016)

Key: 1. strongly agree 2. Agree 3. Uncertain 4. Disagree 5.Strongly disagree

From the table above, all the sampled four (4) DC's culture have an average mean of 2.4, implying that the Organizational culture interfered Organization procurement performance in Morogoro LGAs.

Level of Variance: The findings revealed that a variance between the Culture's interferences and procurement organization performance, the average variance level for each District were: 0.9% for Morogoro MC, 0.8% for Morogoro DC, 0.7% for Mvomero DC and 1.4% for Kilosa DC. This implies that, Organizational Culture has affected the procurement performance in the organizations but with less weight. This findings may be due to the fact that there are other elements that were not researched such as religion, language that might have greater influence especially in International procurement due its nature based on geographical reasons, thus more researches are needed to prove it.

4.3. The impact of professionalism on Organization Procurement performance in Public sector: Morogoro LGA's as a pilot areas

The second objective of this research dissertation was to assess the way that professionalism impacts procurement performance of the organization in Public sector; Morogoro LGA's as a pilot areas. The findings in relation to this objective with a great focus on the level of Integrity, confidentiality, ethics, conflict of interest, competencies in the procurement field and the level of procurement knowledge were as showed below.

4.3.1: Level of Integrity.

Integrity level was seen in two sides; based on Procurement process on one hand and on the other hand based on to the Procurement Practioners in the organization. The findings as indicated in table 4.6 below revealed the following average frequencies: Morogoro MC 27.7%, Mvomero Dc 25% Kilosa DC 22.2% and Morogoro DC 25%. Additionally on average; the respondent through interviews reported that the integrity based on procurement process that ensures confidence in the public procurement system have been greatly archived.

Table 4.6 showing mean of based on procurement process Integrity Level

District	Frequency	Percent	Valid percent	Cumulative frequency
Morogoro DC	9	25	25	25
Mvomero DC	9	25	25	50
Kilosa DC	8	22.22	22.22	72.22
Morogoro MC	10	27.76	27.76	100

Source: Researcher's computed findings (2016)

This implies that, the procurement process systems are open and fair. From the findings, the procurement processes seemed to be more openly and fairly treated in Morogoro MC compared to others as it scored 27.76%.

Again, the integrity findings based on procurement actors working within those PEs and other government officials involved in the public procurement process are revealed on the table 4.7 below that; on average Morogoro MC 30.05%, Mvomero Dc 25.25%, Kilosa DC 19.95% and Morogoro DC 25.25%. This implies that integrity is more archived in processes rather than based procurement actors. Again Morogoro MC is more improved on integrity based on procurement actors as compared to other councils.

Table 4.7 showing the mean of integrity of level based on procurement Actors

District	Frequency	Percent	Valid percent	Cumulative frequency
Morogoro DC	9	25.25	25.25	25.25
Mvomero DC	9	25.25	25.25	50
Kilosa DC	8	19.95	19.95	69.95
Morogoro MC	10	30.05	30.05	100

Source: Researcher's computed findings (2016)

4.3.2: The level of competencies.

The finding on the table 4.8 below revealed that; Morogoro MC: the majority (60%) had acquired first degree, (20%) are post graduates, (15%) are Diploma holders, while none of the respondents had acquired the level Certificate. Mvomero DC: the majority (55%) had acquired first degree, (0%) post graduate, (30%) are Diploma holders, and also none of the respondent had acquired the level Certificate. Kilosa DC: the majority (65%) had acquired first degree, (0%) post graduate, (25%) are Diploma holder and none had acquired the level of Certificate. Morogoro DC: the majority (50%) had acquired first degree, (0%) post graduate, (0%) Diploma, also none of the respondent had acquired the level Certificate. From these findings it implies that a good number of the respondents about 57.5% agreed that competencies in procurement affect compliance with the laws. Also on average the level of Competencies differed from one Council to another. Additionally, from the findings it can be argued that, as a result of having Good personnel in tems of qualified knowledge and skills, experienced and people with great ability of making proper decisions, the compliance level with rules and regulations were promoted and developed as compared with the past, hence the procurement performance have improved. Furthermore from the findings, it implies that; Morogoro MC and Morogoro DC were more advanced in terms of performance resulting from higher level of competencies as compared to Mvomero Dc and Kilosa DC because the number of procurement Personnel with Master and first degree level were more among the two.

Table 4.8 showing education levels of PMU staffs

Level of Education	Morogoro MC	Morogoro DC	Mvomero DC	Kilosa DC	Average
	Valid percent	**Valid percent**	**Valid percent**	**Valid percent**	**Average valid percent**
Master holder	20	5	0	0	6.25
First degree	60	55	65	50	57.5
Diploma	15	30	25	45	28.74
Certificate	5	10	10	5	7.5
Total	100	100	100	100	100

Source: Researcher's computed findings (2016)

4.3.3: Level of Security and Confidentiality.

The findings in the table 4.9 hereunder indicated that on the average; the level of security and Confidentiality is rated as follows: Morogoro MC 25%, Mvomero Dc 30.56%, Kilosa DC 25% and Morogoro DC 19.44% but not to a great extent because all have scored less than 50%. This implies that, all councils have promoted its level of security and confidentiality in relation to procurement matters.

Table 4.9 showing averages and frequency of respondents on confidentiality

District	Frequency	Percent	Valid percent	Cumulative frequency
Morogoro DC	7	19.44	19.44	19.44
Mvomero DC	11	30.56	30.56	50
Kilosa DC	9	25	25	75
Morogoro MC	9	25	25	100

Source: Researcher's computed findings (2016)

4.3.4: The level of conflict of interest.

In the table 4.9 below the assessment rated that, Morogoro MC 25% Mvomero Dc 19.44%, Kilosa DC 33.33% and Morogoro DC 22.22%. This implies that, the conflict of interest is still worth in all councils. This implied that, the management strategies of ensuring that the whole process of tendering are done with high attention of ensuring that the public interest are being adhered to a great extent by all employees and other stakeholders who in one way or another are involving themselves directly or indirectly in procurement processes. The individualism occurs when there is no transparency; fairness and openness are prohibited and denied in the organizations. However, the level of personal interest is differed among PEs.

Table 4.10 showing averages and frequency of respondents on conflict of interest

District	Frequency	percent	Valid percent	Cumulative frequency
Morogoro DC	8	22.22	22.22	22.22
Mvomero DC	7	19.44	19.44	41.66
Kilosa DC	12	33.33	33.33	74.99
Morogoro MC	9	25	25	100

Source: Researcher's computed findings (2016)

4.3.5: The degree level of adherence to ethics

The adherence to three major issues of: cost effectiveness, time factor and quality assurance that all together make Value for money consider to be the main basic measurement tool towards underpinning the public procurement by involving ethical matters and the practical application of ethics to resources. Through applying it, the expected procurement outcomes are realized.

The findings on table 4.11 below indicates that on average, the level of adherence to ethical behavior in relation to procurement issues differed among PEs, however on average, the assessment rated that, Morogoro MC 27.78%, Mvomero Dc 16.67%, Kilosa DC 22.22% and Morogoro DC 33.33%. This implies that, non adherence to ethical code of conduct is better in Morogoro DC as it had scored 33.33%.

Table 4.11 showing averages and frequency of respondents on Ethical behavior

District	Frequency	percent	Valid percent	Cumulative frequency
Morogoro DC	12	33.33	33.33	33.33
Mvomero DC	6	16.67	16.67	50
Kilosa DC	8	22.22	22.22	72.22
Morogoro MC	10	27.78	27.78	100

Source: Researcher's computed findings (2016)

4.4: The ways that Regulatory systems (emphasizes on the use of rules, laws, and sanctions) affect Organization procurement performance in Morogoro PEs.

The third objective of this research was to assess the ways that regulatory systems (emphasizes on the use of rules, laws, and sanctions) affect Organization procurement performance in Morogoro PEs

This objective aimed to assess the regulatory system so as to examine the level of adherence to various sections and regulations of PPA No.7 of 2011 and its regulation of 2013 GN 446, its application was done in both national and international wise with a great focus on various requirements and assessing availability of implementing regulations, documentation and tools to support implementations. Furthermore the objective applied fundamental elements that were linked with procurement operations to the overall government systems within the Nation. However, the findings were as indicated in the table 4.12 hereunder

Table 4.12 showing the compliance level to PPA 2011 and its regulations

Level of adherence to Laws and regulations by PEs	Frequency percentages				
	Morogoro Mc	Mvomero DC	Kilosa DC	Morogoro DC	Average percent
A state of being familiar with Laws and regulation	53	29	18	20	**30**
Adherence to proper use of procurement methods	75	70	55	60	**65**
Advertisement rules and time limits	68	70	60	65	**65.75**
Selection based on preference schemes	12	8	6	10	**9**
Tender documentation and technical specification	90	65	70	75	**75**
Tender evaluation and awards	80	75	65	70	**72.5**
Submission, receipts and tender opening	95	80	85	80	**85**

Source: Researcher's Construct (2016)

(a) A state of being familiar with Laws and regulation

From the findings on the table 4.12 above found that the majority Procurement Actors in Morogoro Local Government Authorities are not familiar with the PPA of 2011 and its regulations. Since on average only 30% were familiar with the Act, implying that 70% were uncertain. From these findings, on average from all four (4) Local Government Authorities of Morogoro Region, only Morogoro Mc (53%) scored above it; since Mvomero DC scored 29%, Kilosa Dc 18% and Morogoro DC 20%. From these findings, it leant that the majority of Procurement practitioners of Morogoro DC, Kilosa DC and Mvomero DC were not familiar with rules and regulation in most of the time during handling procurement proceedings thus affecting performance of procurement function.

(b) The methods of handling procurement processes

From the table 4.12 above found that, Mvomero DC scored 70%, Kilosa Dc 70% , Morogoro DC 20% and Morogoro Mc 75%. From this finding it leant that there were proper selection of procurement methods by PEs. Additionally the assessment through documentary review on the focus of volume of the procurement, on average (65%) was carried out through open tendering for all Institutions. It was also revealed that, on average 55 % were advertised nationally, 25% were tendered by using mini competitive Quotations, 11% were done by single sourcing and 9% were conducted via restricted tendering.

(c) Adherence to the rule of Tender Advertisement with focus on time limit

The findings showed on table 4.12 above that all four (4) Morogoro Authorities scored above the average, but preceded by Mvomero DC (70%), Morogoro Mc (68%), Morogoro DC (65%) and the last score being Kilosa DC (60%). It was found that, through various means such as Local news papers, Notice boards around the public offices and authority (PPRA) about 68 tenders were made known publically, website, while no evidence from the LGs DED's Offices that about four 4% tenders on average were advertised or not. But also through documentary review from the study areas indicated almost 28 tenders were not sent for publications to the public by any means.

(d) Selecting Bidders basing on special preference

The finding on the table 4.12 above revealed that, Morogoro Mc (12%), Mvomero Dc (8%) kilosa Dc (6%) and Morogoro DC (10%). From this data it implies that, there is poor selection of bidders based on preference schemes. Therefore the assessment indicated on average about 19% of the sampled contracts had a provision of domestic preference, from this finding it implied that 81% of contracts had not given any preference to bidders.

Addionally through documentary review, it was further found that among the sampled contracts, almost 79% were not eligible for domestic preference based on the amount of the contract. On that further, it revealed that, the preference was applicable by 19% only. It therefore implies that, the application of domestic preference and exclusive preference to Local personnel or Local firms as stipulated in the Act No.7 of 2011 and its regulation of 2013 and further in the second schedule of GN 446 is not implemented by the procuring Entities.

(e) Appropriate preparation of Bid Document and technical specifications

As revealed from table 4.12 revealed that, Morogoro Mc (90%), Mvomero Dc (65%) , kilosa Dc (70%) and Morogoro DC (75%).,While on average the PEs used to comply with this criteria by (75%). However, Assessment through documentary review revealed that technical specifications were prepared internally through team work of PMU Staff by cooperating with User departments and others were being obtained externally from ministry level that have a responsive role of dealing with various specific and technical activities including technical advice.

(f) The adherence to proper rule on tender Evaluation and Award Criteria

From the table, 4.12 above the assessment revealed that, Morogoro Mc (80%), Mvomero Dc (75%), kilosa Dc (65%) and Morogoro DC (70%). On average the Authorities complied by 72.5 this implied that the standard bidding document explain the appropriate userable evaluation criteria. Also it indicates most of the tenders adhered the provisions in the Act No.7 of 2011 and its regulations.

Furthermore through documentary review and via interviewed respondents especially suppliers and Contractors showed that about 80 % percent they were familiar with the evaluation proceedings. On the other side, eight firms (two (2) firms from each Council) out of twelve (12) firms were aware on the whole system of tender evaluation proceedings. Though almost four five firms perceived and considered the evaluation process to be not confidential as they were leakages of information during the whole process of it since appointment of the evaluation Committee by the Accounting Officers until the stage of contract award.

They still blamed that, in most time the evaluation teams are being composed not basing on competencies but with great focus on position and personal interest of the individuals or some officials. Due to these, the ending result of evaluation reports usually lacks credibility from the bidders. And this idea was too evidenced by the fact from the finding indicated that about 16% of the sampled contract via documentary review indicated that they had subjectiveness elements based on their decisions made. Most of these contracts were
of non consultancy services

(g) Submission, receipt and opening of tenders.

From the dissertation findings, the majorities of respondents replied that adherence to rules and regulations governing to the whole fair and transparency opening ceremony were followed by most of the procurement Actors. As the findings in table 4.12 indicated Morogoro Mc (95%), Mvomero Dc (80%) , kilosa Dc (85%) and Morogoro DC (80%).,While on average the PEs used to comply with this criteria by (80%). However, from the findings it was not with to argue that the regulations governing to the opening ceremony has been adhered by the Morogoro Authorities.

4.5: The ways that the inter and intra departmental relationship impact procurement performance in Morogoro LGA's.

The part is in relation to objective four which aimed to assess the way that the inter and intra departmental relationship impact procurement performance.

The study assessed the relationship between top management involvement in procurement and Organization Procurement Performance. The correlation findings were as hereunder showed.

Table 4.13: Correlations: Top management involvement Vs Organization Procurement performance. (r = coefficient correlation value, p = level of relationship)

District	r	n	p value (2 Tailed)
Morogoro DC	0.76	36	0.04
Mvomero DC	0.78	36	0.003
Kilosa DC	0.96	36	0.0024
Morogoro MC	0.52	36	0.00524

Source: Research's computed findings. (2016)

As revealed in the table 4.4 above, there is relationship between top management involvement in procurement and organizational procurement performance, However, the relationship is insignificant but positive for Morogoro (r = 0.76, P = 0.004), Mvomero DC (r = 0.78, P = 0.003), Kilosa DC (r = 0.96, P = 0.0024), and Morogoro MC (r = 0, 52, P = 0.00524). This meant that; there is stronger relationship between top management involvement in procurement and organizational procurement performance because coefficient correlation values (r) are closer to +1

The study assessed the relationship between information sharing both within and between and organizational Procurement Performance. The finding is indicated below:

Table 4.14: Correlations: information sharing Vs Organizational procurement performance. **(r = coefficient correlation value, p = level of relationship)**

District	r	n	P value (2 Tailed)
Morogoro DC	0.14	36	0.00535
Mvomero DC	0.168	36	0.00454
Kilosa DC	0.070	36	0.00756
Morogoro MC	0.135	36	0.00550

Source; **Researcher's computed findings** (2016)

As revealed in the table 4.5 above, there is relationship between information sharing in procurement and organizational procurement performance, However, the relationship is insignificant but positive for Morogoro (r = 0.14, P =0.00535), Mvomero DC (r = 0.168, P = 0.00454), Kilosa DC (r =070, P = 0.00756) and Morogoro MC (r = 0.135, P = 0.00550). This meant that; there is stronger relationship between information sharing in procurement and organizational procurement performance because coefficient correlation values (r) are closer to +1
The study assessed the relationship between cooperation and organizational Procurement Performance. The findings are indicated below:

Table 4.15: Correlations: Cooperation Vs Organizational Procurement Performance **(r= coefficient correlation value, p = level of relationship)**

District	**r**	**n**	**p value (2 Tailed)**
Morogoro DC	0.083	36	0.00712
Mvomero DC	0.102	36	0.00652
Kilosa DC	0.402	36	0.00712
Morogoro MC	0.144	36	0.00652

Source: Researcher's computed findings (2016)

As revealed in the table 4.6 above, there is relationship between cooperation in procurement and organizational procurement performance, However, the relationship is insignificant but positive for Morogoro DC(r = 0.083, P = 0.00712), Mvomero DC (r = 0.102,P = 0.00652), Kilosa DC (r = 0402, P =0.00063) and Morogoro MC (r = 0.144, P = 0.00523). This meant that; there is stronger relationship between cooperation in procurement and organizational procurement performance because coefficient correlation values (r) are closer to +1

The study assessed the relationship between Team working and organizational Procurement Performance. The findings are indicated in the table 4.7 below:

Table 4.16: Correlations: Team working Vs Organizational Procurement performance. **(r = coefficient correlation value, p = level of relationship)**

District	**r**	**n**	**p value (2 Tailed)**
Morogoro DC	0.063	36	0.00612
Mvomero DC	0.090	36	0.00552
Kilosa DC	0.602	36	0.00082
Morogoro MC	0.134	36	0.00624

Source: Researcher's computed findings (2016)

As revealed in the table 4.7 above, there is relationship between Team working in procurement and organizational procurement performance, However, the relationship is insignificant but positive for Morogoro DC (r = 0.063 , P = 0.00612), Mvomero DC (r = 0.090, P = 0.00552), Kilosa DC (r = 0602, P = 0.00082) and Morogoro MC (r = 0.134 , P = 0.00624). This meant that; there is stronger relationship between top management involvement in procurement and organizational procurement performance because coefficient correlation values (r) are closer to +1

Generally, basing on the correlation findings presented above, It leant that there was existence of relationship between Top Management Involvement, Information sharing, Cooperation, Team working with regard to procurement operations and

Organizational Procurement Performance, this is because all coefficient correlation values (r) were greater than zero, implying existence of relationship between the variables. However, basing on findings concerning p values (level of relationship) between the variables, it leant that the relationship was insignificant for almost all districts.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.0 Introduction

This chapter presents the discussion of the findings focusing on the four objectives of the study.

5.1. The ways that organizational culture interferes with Public Procurement performance in Morogoro LGA's

Generally; all the four (4) Council seemed to have the very minimum average means and variance as indicated from the table below, this implies that, organization Culture has a less influence on the procurement organizational performance.

As it is indicated from the findings, all the sampled four (4) DC's culture have an average mean of 2.4, implying that the Organizational culture interfered Organization procurement performance in Morogoro LGAs. From this finding it can be argued that, the organizational Culture is strongly related with procurement performance towards organizational development. This finding is similar to what was found by Lisa (2010) and Rice (2007) who stated that organization culture affect procurement performance in both locally and internationally, but has a greater influence in international procurement.

Level of Variance: The auditing revealed that a variance between the Culture's interferences and procurement organization performance, the average variance levels for each District were: 0.8% for Morogoro MC, 0.8% for Morogoro DC, 0.7% for Mvomero DC and 1% for Kilosa DC. This implies that, Organizational Culture affected the procurement performance in the LGAs but in less weight.

5.2. The impact of professionalism on Organization Procurement performance in Public sector: Morogoro LGA's as a pilot areas.

The second objective of this dissertation was to assess the professionalism impacts towards Organization Procurement performance in Public sector; Morgoro LGA's as a pilot areas. The findings in relation to this objective with a great focus on the level of Integrity, confidentiality, ethics, individuals interest as opposed to public interest, experiences and professionalism in the procurement field together with the general education and skills as hereunder showed.

5.2.1. The level of Integrity

As the assessment on average, indicated that adherence to integrity system have been achieved for the greater extend and rated that Morogoro MC 27.7%, Mvomero Dc 25% Kilosa DC 22.2% and Morogoro DC 25%

This implies that, the procurement process systems is open and the procurement processes seemed to be more open and fairly treated in Morogoro Mc as it has scored 27.7% compared to others. This meant that in all organizations Integrity seemed to be essentially reliable. The Bid competitors and other stakeholders believed and relied on the announcements which were made publically known by the PEs in both means formally and informally.

More on that, it leant that during invitation stage, the information which were required and asked in the tender documents were dependable and clearly stated, also a chance of clarifications or any tender amendments from prospective bidders were possible to examine themselves whether they had capacity to undertake the work or service to be applied for.

Bidders understood clearly the basic requirements and the whole evaluation process since the evaluation processes and all terms and conditions governing it were explicitly defined and remained stable throughout the duration of tendering process and if any need for changes occurred the process of amending the tender documents was publically open and made known to the majority. This reality confirmed by one Contractor who said;

"Really Nowadays things are very open, we bidders get chance of knowing all procurement proceedings especially soon after award"

Additionally, based on Procurement Actors who used to cooperate within the Local government Authorities in dealing with procurement activities, they have managed greatly to adhere with integral aspect as indicated that on on average Morogoro MC 30.05%, Mvomero Dc 25.25%, Kilosa DC 19.95% and Morogoro DC 25.25%. This implies that integrity is more archived in processes rather that based on paractionners. This meant that, the most of Staff from Morogoro MC, Mvomero DC, Kilosa DC and Morogoro DC especially those dealing with procurement matters observed honest, openness, transparency and all other ethical issues all the time.

5.2.2. Level of Competencies.

As the findings shows; a good number of the respondents to this dissertation almost 90 % agreed the contribution of procurement professionalism towards compliance with laws. From the findings indicated that, on average the level of Competencies differed from one Council to another as follows; The finding revealed that; Morogoro MC: the majority (60%) had acquired first degree, (20%) are post graduates, (15%) are Diploma holders, while none of the respondents had acquired the level Certificate. Mvomero DC: the majority (55%) had acquired first degree, (0%) post graduate, (30%) are Diploma holders, and also none of the respondent had acquired the level Certificate. Kilosa DC: the majority (65%) had acquired first degree, (0%) post graduate, (25%) are Diploma holder and none had acquired the level of Certificate. Morogoro DC: the majority (50%) had acquired first degree, (0%) post graduate, (0%) Diploma, also none of the respondent had acquired the level Certificate.

Furthermore, this implies that majority of the PMU Staff were well equipped, on average at 50% are first degree holders. This meant that the organization works with degree holders in executing procurement operations. And therefore, the knowledge and skills contributed a lot towards providing positive and constructive ideas to the organizational development. The researcher sought to establish the education level of the respondent. Hence professionalism has a significant contribution towards organizational procurement performance. This is evidenced by the reality that in the financial year 2014/2015 all the researched councils have obtained clean certificate with procurement reports (CAG Annual procurement report 2014/2015).

5.3.3. Level of Security and confidentiality.

As the finding shows that, on average; the level of Security and Confidentiality is rated as follows; Morogoro MC 25%, Mvomero Dc 30.56%, Kilosa DC 25% and Morogoro DC 19.44% but not to a great extent because all have scored less than 50%. This implies that, all councils have promoted its level of security and confidentiality in relation to procurement matters but should be still encouraged to promote it.

The Local Government Authorities PEs established good means of examining themselves the degree of security and confidentiality of bidding document especially in the whole process of opening ceremony. As other respondents replied that security measures include: the use of tender box, the clear and open proceedings to be followed during opening ceremony.

5.3.4. The level of denying Public interest

The process of not adhering to the public interest, instead concentrating on individual interests imply that; a great focus of the procurement practioners concentrates on individualism benefits unlike the public. However, the level of Personal interest differed among PEs, however on average; the assessment rated that Morogoro MC 25% Mvomero Dc 19.44%, Kilosa DC 33.33% and Morogoro DC 22.22%.

This implies that, the conflict of interest is still worth in all councils This perhaps meant that, the common understanding of the organization ideas which put more emphasis of ensuring the adherence of public interest were not realized, hence some of the stuff within the organizations seemed still providing secret and confidential information of the public for their personal gains, hence should be discouraged throughout the time and during the tendering procedures time.

Also, it leant that, there were not much emphasis for those participating in procurement proceedings, like Engineering sections during preparation of BOQ, PMU staff who were fully involved in tendering processes, Legal unit in vetting contracts, various Evaluation teams, Negotiation teams and other stakeholders such as contractors who in one way or another participated in some areas of making decisions not to pay attention on their personal interest by making written declaration of not involving themselves in unethical issues before handling any stage of procurement process.

5.3.5 The degree level of adherence to ethics

The adherence to three major issues of: cost effectiveness, time factor and quality assurance that all together make Value for money consider being the main basic measurement tool towards that underpinning the public procurement by involving ethical matters and the practical application of ethics to resources. Through applying it, the expected procurement outcomes are realized.

As the findings indicated that on average, the level of adherence to ethical behavior in relation to procurement issues differed among PEs, however on average, the assessment rated that Morogoro MC 27.78%, Mvomero Dc 16.67%, Kilosa DC 22.22% and Morogoro DC 33.33%. This implies that, non adherence to ethical code of conduct is better in Morogoro DC as it had scored 33.33%.

The good practices of ethical behavior among the procurement practioners used to promote good image of the Entities to the public, as a result it brings and develops business in procurement processes thus lead to good service delivery by the

Government to the communities and in relation to procurement proceedings it creates maximum number of feedback for future tendering processes, even the bidders themselves.

Additionally, the appropriate and unbiased handling of procurement proceedings do encourage competition on the part of Contractors and other normal suppliers, since it increases the possibility of completing various assignment on time and successfully and this makes them to get further chances of tenders and even winning them

5.3. The ways that Regulatory systems (emphasizes on the use of rules, laws and sanctions) affect Organization procurement performance in Morogoro PEs

The discussion focused on the basic essentials that connect the procurement operations to the whole system of the Government economy in the country subject to PPA 2011 and its regulations as hereunder indicates.

5.3.1. A state of being familiar with PPA 2011 and its regulations

From the findings on the table 4.12 above found that the majority Procurement Actors in Morogoro Local Government Authorities are not familiar with the PPA of 2011 and its regulations. Since on average only 30% were familiar with the Act, implying that 70% were uncertain. From these findings, on average from all four (4) Local Government Authorities of Morogoro Region, only Morogoro Mc (53%) scored above it; since Mvomero DC scored 29%, Kilosa Dc 18% and Morogoro DC 20%. From these findings It leant that Procurement practitioners of Morogoro MC applied the Act and its regulations in most of the time during handling procurement proceedings.

Thus, since PPA 2011 and its regulations comply in most cases with those who used to apply in delivering National and International needs it gives a chance of promoting competition through tendering proceedings and providing a chance to settle complaints and procurement appeals machinery. This implies that either the PEs seemed not to recognize the importance of application of PPA 2011 and its regulations towards Procurement performance and finally better application of Limited organizational resources for its development or most of Organizational Top Leaders are reluctant to the Laws and hence are negligent to it. On the other hand, the organizations have not yet realized the benefits for her members being familiar with the Act and its regulation through having direct advantages.

5.3.2. Means of Executing Procurement functions.

From the table 4.12 above found that, Mvomero DC scored 70%, Kilosa Dc 70%, Morogoro DC 20% and Morogoro Mc 75%. From this finding it leant that there were proper selection of procurement methods by PEs. Additionally the assessment through documentary review on the focus of volume of the procurement, on average (65%) was carried out through open tendering for all Institutions. It was also revealed that, on average 55 % were advertised nationally, 25% were tendered by using mini competitive Quotations, 11% were done by single sourcing and 9% were conducted via restricted tendering.

However, according to section 63 of PPA No 7 of 2011, all PEs procurement and disposal by tender should be done in the open way that encourages competition and promote economy, efficiency and transparency in order to achieve value for money. In order to increase the number of tenders that are done by means of competitive bidding there is an demand of adherence to section 49 of PPA No. 7 of 2011 that require each PE to prepare its procurement plan that will enable the organizations to fully utilize its resources effectively by aggregate them so as to realize economies of scale and advertise them in the form of General procurement notice. And it is for this reasons, that if the PE would adhere fully in these requirement tenders would be done by using open tendering and therefore causing the few number of tenders not publically advertised.

5.3.3 Adherence to the rule of Tender Advertisement with focus on time limit

The findings showed on table 4.12 above that all four (4) Morogoro Authorities scored above the average, but preceded by Mvomero DC (70%), Morogoro Mc (68%), Morogoro DC (65%) and the last score being Kilosa DC (60%). It was found that, through various means such as Local news papers, Notice boards around the public offices and authority (PPRA) about 68 tenders were made known publically, website, while no evidence from the LGs DED's Offices that about four 4% tenders on average were advertised or not. But also through documentary review from the study areas indicated almost 28 tenders were not sent for publications to the public by any means.

The regulation set basing on the duration in which various procurement methods would be applied with international competitive tendering conforming to the appropriate standards especially if done internationally. Again the regulation demands the PEs to make the tenders publically known at least twice in one or more local media especially Local national news papers and if done across the country a similar notification to be done in the international publications with huge circulation. Unlike this proper channel of advertisement, from the dissertation findings it was found that, most of the Local Government authorities used notice board as the major means of their advertisement of tenders.

However, according to some interviewed respondents stated that, there was some inducement that made them to use notice board unlike other means for advertisement especially for community based projects like Social Action Fund TASAF projects. Also geographical remoteness was found to be other criteria that made them to think sometimes it was not cost effective to openly notifying the majority through the News papers. It was therefore recommended that due to amendment of laws and regulations the authority responsible to provide the guideline should issue the circular that should enforce the basic requirement for making advertisement as a must through News papers as per law and not otherwise.

5.3.4. Selection based on Preference Schemes

The findings from the table 4.12 were that, Morogoro Mc (12%), Mvomero Dc (8%), kilosa Dc (6%) and Morogoro DC (10%). From this data it implies that, there is poor selection of bidders based on preference schemes. Thus the evaluation indicated that on average about 19% of the sampled contracts were given a chance of preference to some bidders and most of them were domestic preference for that international advertisement, this implied that 81% did not adhere to the regulation of preference consideration.

However, according to the guideline, domestic preference is given with a maximum limit of 15% for goods manufactured in the country, while other types of procurements including Non consultancy services, Consultancy services and procurement of works the maximum figure is 10% . On the other hand, on the case of Exclusive preference; the maximum for local supplies mandatory for works, Non consultancy services and Consultancy services is below One (1) billion, while goods below 0.2 billion, Non consultancy services should be below 0.25 billion, Consultancy services below Tsh. 0.5 billion and individual consultancy should be below Tsh. 50 millions.

However, the authority (that is PPRA) is providing provisional registration for Local suppliers and their back ground advancement as per regulation requirements. From the dissertation findings, only 19% of the sampled contracts had been given provision for preference, implying that about 81% there had of not such preference. More on that, on average a very limited degree about 7% of the tenders used margin of preference.

Furthermore, the assessed tenders indicated that about 86% complied for the exclusive preference criteria with a focus on the contract amount. However, from those the preference was used for 15% only. As a result of this finding it is not worth to argue that the usefulness of national and international to LGAs firms as stipulated in section 54 and 55 of PPA of 2011 respectively and also in the fourth schedule in the GN 446 is not implemented by the PEs. From this findings, it is not worth to argue the application of National and exclusive preferences to Local persons or firms subject to section 54 and 55 of PPA No. 7 of 2011 respectively is not properly used by PEs.

5.3.5. Tender Documentation and Technical Specifications

From the table 4.12 revealed that, Morogoro Mc (90%), Mvomero Dc (65%) , kilosa Dc (70%) and Morogoro DC (75%).,While on average the PEs used to comply with this criteria by (75%). Poor preparation of specifications due to lack of cooperation among procurement actors has contributed to poor goods and services to PEs evidenced by having similar products of different quality, price and received at different time and thus making the organizations to a danger position by not realizing value for money through the public used.

Thus the PPRA should coordinate, develop, up-to-date and otherwise introduce new stronger sanctions to PEs officials that would be seemed to endanger their organizations because of their personal gain by not preparing and use appropriate specifications of various goods, services, works and make them available to Tanzanians who might need them to use. The dissertation findings indicated that, almost about 73.7% of specifications for various tenders assessed were prepared by the members within the organizations, while 17.6% were prepared by the ministry responsible for particular related matters.

5.3.6. Tender Evaluation and Award Criteria.

From the table, 4.12 above the assessment revealed that, Morogoro Mc (80%), Mvomero Dc (75%), Kilosa Dc (65%) and Morogoro DC (70%). On average the Authorities complied by 72.5 this implied the bidding documents explained the proper and useful way of assessment criteria. Moreover, a number of tenders complied with PPA of 2011.

Additionally other firms understood wrongly that the evaluation process was not confidential as some procurement actors provided information's to the public before the award. While other stakeholders blamed that the evaluation team were being appointed based on their position unlike knowledge and skills due to this some reports lacked credibility by having subjective elements. Also this was evidenced by most of non consultancy contracts.

5.3.7. The tender processes of submission, receiving and opening

The findings revealed that, most of the respondents replied that regulation and principles guiding submission and opening ceremony are clear and transparent to all bidders and were adhered by most of the procurement Actors. As the findings in table 4.12 indicated Morogoro Mc (95%), Mvomero Dc (80%) , kilosa Dc (85%) and Morogoro DC (80%).,While on average the PEs used to comply with this criteria by (80%). From this view it implies that the evaluated PEs performed according to the requirements.

Procedures and regulations governing submission and opening of tenders were clear defined and adhered by the PEs during those ceremonies. However section 73 of PPA of 2011 elaborates clearly the whole procedures in relation to submission, receipt and opening of tenders, however as the findings revealed about 73% out of the assessed bids were publically opened, almost 23% indicated that they were not opened in the public ceremony, and also there were no information of opening ceremony for about 4% of the sampled tenders

Furthermore, it was found that, tenders that had been done through quotation its public opening ceremony was not realized. According to section 73 (3) of the PPA No. 7 of 2011 all tenders submitted before the deadline time and date submission to be opened in the public ceremony, in the presence of the bidders or their representatives and other parties with legitimate interest. However most of PEs under this study complied with this requirements.

5.4. The ways that; inter and intra departmental relationship impacts procurement performance in Morogoro LGA's.

5.4.1 The relationship between top management focus on procurement and the organization advancement development

As the dissertation findings revealed in the table 4.4 above, there is positive relationship between top management and organizational procurement performance because coefficient correlation values (r) are closer to +1, However, the relationship is insignificant but positive for Morogoro (r = 0.76, P = 0.004), Mvomero DC (r = 0.78, p = 0.003), Kilosa DC (r = 0.96, p = 0.0024), together with Morogoro MC (r = 0.52, p = 0.00525)

From this observation it leant that it implies that there exist positive strong relationship between top management participation with organization procurement performance, this was due to the fact that all surveyed councils coefficient correlation values (r-values) were very closer to positive one this means that there is strong positive relationship.

Additionally from the findings it indicates there is more strong positive relationship in Kilosa DC (where r = 0.96) as compared to the other Councils. Therefore, from this findings it is not worth to argue that, the Organization Procurement performance within the Councils are resulting from cooperation between top leaders and other Procurement actors, openness and fairness in procurement proceedings.

5.4.2 The relationship between information sharing role in the procurement and the organization performance in procurement

As revealed in the table 4.5 above, there is relationship between information sharing in procurement and organizational procurement performance because coefficient correlation values (r) is closer to +1. However, the relationship is insignificant but positive for Morogoro (r = 0.14, P =0.00535), Mvomero DC (r = 0.168, p = 0.00454), Kilosa DC (r = 0. 070, p = 0.00756) and Morogoro MC (r = 0.135, P =

0.00550). This meant that there is stronger relationship between information sharing in procurement and organizational procurement performance

Furthermore, It revealed that there is again positive relationship between Information sharing role in Procurement and Organization performance, though the relationship is small as it ranges (r- value) from 0.1 – 0.2. Therefore, it leant that, the common sharing of Information is not much managed within the Councils, this might be due to unethical issues like personal interest by Procurement Actors, and this is evidence by one respondent from Kilosa DC who said; *"here in our Organization; in most cases people are very secret even to other issues or information that are supposed to be open, for example, you can't hear or see when Procurement are being planned rather than observing already procured goods even though you are among of people who control the Councils inventory level "*

5.4.3. Relationship between cooperation in procurement and organization procurement performance.

As revealed in the table 4.6 above, there is relationship between cooperation in procurement and organizational procurement performance because coefficient correlation values (r) are closer to +1. However, the relationship is insignificant but positive for Morogoro DC(r = 0.083, P = 0.00712), Mvomero DC r = 0.102, p = 0.00652), Kilosa DC (r = 0402, P =0.00063) and Morogoro MC (r = 0.144, p = 0.00523)

Moreover, it revealed that, there is positive relationship the issue of cooperation in Procurement, though it was small as it ranges (r- value) from 0.1 – 0.2. Therefore, it leant that, the cooperation among Procurement Actors and common sharing of Information is not much observed in the Morogoro LGAs, Thus this might imply that unethical issues are still prevailing in the organizations that limit access of the Procurement Actors to cooperate, and this is evidence by one respondent who said;

"Here in our Organization; we can't cooperate since only few of us are benefiting from using the public fund; in most cases things are not shared."

5.4.4 Relationship between Team working in procurement and Organizational procurement performance

As revealed in the table 4.7 above, there is relationship between Team working in procurement and organizational procurement performance because coefficient correlation values (r) are closer to +1. However, the relationship is insignificant but positive for Morogoro DC (r = 0.0663, P = 0.00612), Mvomero DC (r = 0.090, p = 0.00552), Kilosa DC (r = 0.0602, P = 0.00082) and Morogoro MC (r = 0.134 , P = 0.00624).

Again, since the coefficient value (r-value) for all Council was about 0.01 , it implies that the Procurement actors were working together in procurement plans, preparation of specifications, statement or requirement or Bill of Quantities and even during contracts implementation, but still the team working spirit were not well improved. It is not worth to argue that the team working spirits are not well improved among the organizations. This leant that; each department was independent in dealing with its procurement activities.

Generally; basing on the correlation findings presented above, the relationship between top Management Involvement, Information sharing, Cooperation, Team working and organizational Procurement Performance can be rated as insignificant for almost in all districts.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATION

6.0 Introduction

In this chapter it provides the summary, conclusions, recommendations and areas for further research. It commences with the conclusion, recommendations, finally the need for further researches are given.

6.1 Summary of the findings

Firstly, from the findings of research objective one, it revealed that organizational culture affects procurement performance in all selected LGAs in Morogoro region

Secondly; as a result of objective two findings, it revealed that procurement professionalism has contributed much on organizational performance in all selected LGAs in Morogoro region. Thirdly; from the findings in relation with objective three, it can be argued; the emphasis on the use of rules, laws and sanctions had been promoted in all selected LGAs towards procurement performance in Morogoro region. Finally; basing on the forth objective findings that focused on correlation findings, the relationship between top Management Involvement, Information sharing, Cooperation, Team working and organizational Procurement Performance can be rated as insignificant for almost in all districts.

6.2 Conclusion and Recommendations

From the findings in relation to how culture influences procurement performance within organization, it can be concluded that Culture has positive impact on procurement performance but with less weight. It can further be concluded that; this results may be obtained because there were other cultural elements that were not included such as religion and language, that might have greater influence on organizational culture towards procurement performance especially in dealing with international procurement due its nature based on geographical reasons.

The organization culture should be balanced with normal organizational operations so as to facilitate the various procurement activities within the organizations, as it was found in kilosa District Council the normal employees wanted to be involved in all stages of procurement even in decisions of appointing evaluation teams. Hence in house training and couching within the organizations should be promoted to employees in order to bring awareness among of them so that they may separate various duties according to the laws and regulation governing the Government operations without bringing negative attitudes that they are ignored in different decision that are made by top leaders on behalf of them

The level of integrity was high among the Councils hence should be maintained and encouraged to obtain organizational sustainable development.

The level of competencies of the procurement actors seemed to be good in almost all the areas of study, however regular training and seminars should be promoted and encouraged so a to adopt well current changes in relation to the changes of world market and application of technology.

The degree of security and confidentiality seemed to be still low among PEs, therefore the employees and other stakeholders should be encouraged to ensure that security and confidentiality are obtained in procurement operations so as to increase competition and finally realize value for money through using public fund.

The procurement Actors should still be emphasized to focus more on public interest and discouraging personal interest that endanger organizations when dealing with procurement activities, as it was seen in this study that, personal interest prevailed to a large extent among all councils.

It can be conclude that, adherence to ethics seemed to be low in all councils, hence ethical code of conduct should be promoted among Morogoro Local government Councils in order to ensure that public fund are being utilized accordingly and with great focus of serving the public interest.

Again, from the study findings, most of the Procurement Actors were not familiar with laws and regulation governing procurement activities. Therefore regular training and workshops and even seminars should be promoted among the procurement actors in the LGAs. And The LGAs management team should make sure that the budget are in place so as to facilitate PMU staff and others to attend regular seminars that are being conducted by PPRA, PSPTB, GPSA and other organs relating with procurement matters.

From the dissertation findings, it was found that, the Morogoro Local organizations have to a great extent adhered to PPA No. 7 of 2011 and its regulations of 2013 concerning the aspect of proper selection of appropriate procurement methods during tendering processes, thus this should be maintained by the organizations and also other Public sectors of similar nature are encouraged to take is as a lesson for their development

Also, there was proper adherence to regulation governing public tender advertisement, though sometimes the findings indicated that, some councils were making tender advertisement through notice board hence limiting tender opportunities to other stakeholders who were found far away from those Entities, therefore proper channel of advertising tenders should be used such as using Local news papers and media.

The tender evaluation and award regulation has been adhered by the councils to a great extend, thus should be maintained and promoted by the public organizations since they promote competition and therefore lead to value for money by ensuring that the organizations obtain various quality products or services on time and with cost effectiveness.

The regulation governing the selection of bidders based on preference schemes have not been adhered by the organizations, As the findings revealed that, a very minimum tender documents were included a clause that provided such provision of preference, Therefore, this regulation should be promoted by PEs in Morogoro region so as to apply it ,in order to develop domestic firms and even local firms more preference of working or servicing their government through tender opportunities.

However, regular follow up is in great extent needed so as to achieve compliance especially for the private companies in order to enjoy the considerations for their sustainability development together with emphasizing the products that are being produced and manufactured domestically within Tanzania, this is possible through the guiding efforts to be made by PPRA that should provide the maximum number of firms that qualify for special treatment as indicated in section 54 of PPA No. 7 of 2011 together with regulation 55 of 2013 GN 446.

The adherence to proper tender documentation and specifications has been done to a great extent by the PEs in Morogoro region despite of the existence of some weakness of poor cooperation during preparation of appropriate tender document especially collaborating in preparation of proper specification through involving various stakeholders. Hence the Morogoro LGAs should encourage cooperation and team working among the procurement Actors in order to get good tender documentation and specifications.

Again since the findings indicated that bidders lacked knowledge on how to prepare appropriate specifications so as to promote competition through increasing the number of bidders, hence there is a need to strengthening procurement actor's abilities and recommended that pre bid meeting to the bidders is one step towards improving bidder's performance and should be mandatory. It is during pre bid meeting PEs used to provide brief and clarifications to the tenders concerning the basic requirements that help them to prepare properly responsive bids. Coaching and monitoring as a base of capacity building is of per amount important in the Institutions especially for procurement actors for they facilitate easily preparation of Tender documents and evaluation reports.

Furthermore, tender submission, receiving and opening have been properly and accordingly adhered. Thus should be maintained.

Furthermore: basing on the correlation findings the relationship between top management involvement, information sharing, cooperation, team working and organizational procurement performance can be rated as insignificant for almost all districts. This is due to the fact that; the common sharing of Information is not much managed within the Councils, the cooperation among Procurement Actors and common sharing of Information is not much observed in the Morogoro LGAs and the Team working spirits are not well improved among the organizations. This leant that; each department was independent in dealing with its procurement activities.

From the findings, the Organization Procurement performance within the Councils seemed to result from cooperation between top leaders and other Procurement actors, openness and fairness in procurement proceedings. Thus it is recommended the Councils to promote Cooperation among procurement actors; also others PEs from other places of similar nature should apply this study for their improvements.

6.3 Areas for further studies

Other researchers are encouraged to work more on similar topic but with great focus on issues that this study did not concentrate in including: Central government or other organizations like TANESCO, TTCL, and TEMESA as an area of the study unlike Local Government authorities. Focusing of different methodologies like adopting Case study design unlike this study which adopted a cross sectional study design

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APPENDICES

Appendix 1: Questionnaires

Topic: The Assessment of the Impact of Institutional Factors on procurement performance in Tanzania: Four (4) Local Government Authorities in Morogoro Region (Morogoro Municipal council, Mvomero District Council Kilosa District Council and Morogoro District Council as pilot areas of the study)

Dear respondent, below is set of questionnaires seeking your answers. The questions are for academic purpose only. Thus, your knowledge and experience are highly appreciated to help the researcher meet the required undertaking. Thanks in advance.

PART A: EDUCATION AND EXPERIENCE OF RESPONDENT
(Please circle or tick where appropriate)

1. How many years have you served this organization
   (a) 1- 5 (b) 6- 10 (c) 15-20 (d) 21-25 (e) 26-30
2. Which is your highest education level?: please circle it (a) Masters level (b) Bachelors Level (c) Diploma Level (d) Certificate Level (e) Others

3. From which field do you belong?
   (a) Finance (b) Procurement (c) Human Resource (d) Information Technology (e) Others (specify)

PART B: Draw backs of Organizational Culture on Procurement Performance in public sector. Four (4) Local Government Authorities in Morogoro Region.

Please indicate your agreement or disagreement regarding the interferences of Organization Culture towards procurement performance in public sector as hereunder indicates

(1) Strongly agree (2) agree (3) uncertain (4) Dis agree (5) strongly disagree

Cultural challanges	**Choice**				
	Strongly Agree	**Agree**	**Uncertain**	**Disagree**	**Strongly Disagree**
Culture leads to misunderstanding between PMU and User departments in organization					
Most of employees in each section like to purchase stationeries themselves					
Culture is a hindrance to reforms					
Employees are more likely to engage in non compliance that interfere procurement implementation.					
Employees' customs and behavior favor procurement operations.					

5. What other Organizational Cultural issues hinder procurement performance in your entity? (Specify)

i. ……………………………………………………………………………………..
ii. ……………………………………………………………………………………..
iii. ………………………………………………………………………………………
iv. ………………………………………………………………………………………
v. ………………………………………………………………………………………

PART C: The impacts of Professionalism to Organization procurement Performance in LGAs

Do you think that, professionalism has contributions to the public procurement performance? (Tick where appropriate)

(1) Strongly agree (2) agree (3) uncertain (4) Dis agree (5) strongly disagree

Impacts	Choice				
	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Transparency, honest and fairness are always adhered all the time. And promotes competition, hence high procurement performance.					
Most of PMU staff have appropriate procurement knowledge and skills to handle procurement activities, thus leads to efficiency.					
Absence of conflict of interest within Procurement in most of time lead to procurement performance in the organization.					
The Employees adheres to the ethical code of conduct always when dealing with procurement activities, therefore enhances performance.					
Organization procurement Actors always do keep confidentiality during procurement implementation processes, this promotes fairness among bidders					
There have been a relative efficiency in using total resources timely due to presence of competent stuff in the organization especially PMU.					

PART D: Legislative System affect Procurement performance in LGAs particularly four (4) Morogoro Local Government Authorities, as pilot areas.

Do Organization adhere the application of rules, regulations and Laws (PPA No.11 during implementing procurement functions in your organization?. (Tick where appropriate)

(1) Strongly agree (2) agree (3) uncertain (4) Dis agree (5) strongly disagree

Adherence to Rules, regulations and Laws	**Choice**				
	Strongly agree	**Agree**	**Uncertain**	**Disagree**	**Strongly**
Are Most of Public procurement Actors familiar with the Act?					
Are methods of procurement being used appropriately in all procurement done by organization?					
Are all National awarded contract had been advertised publically and means of News paper, provided enough time for bidders to bid?					
Are chances of preference schemes during bidding exist? Or participation and qualitative selections of domestic bidders or local bidders selected by preference schemes eligible?					
Are tender documents and technical specifications being prepared by appropriate personnel? are they properly being filled in?.					
Are Suppliers and Contractors familiar with evaluation process? , Are they satisfied by evaluation process always?					
Are submission, receiving and opening of tenders process done publically?, fairly?, and in participatory manner ?					

PART. E: The inter and intra relationship in the public sector

Does your Organization have good relationship within and between departments towards procurement performance in your organization? (Please select the appropriate answer by agreeing or disagreeing through the hereunder criteria

(1) Strongly agree (2) agree (3) uncertain (4) Dis agree (5) strongly disagree

Shared issues in organization	**Choice**				
	Strongly Agree	**Agree**	**Uncertain**	**Disagree**	**Strongly Disagree**
Top management used to involve Lower levels in discussing issues before decision making					
Most of Employees like share the use of purchases like stationeries.					
Organization do cooperate with external Suppliers and Contractors					
PMU staffs work together with different user department in redefining their needs					
Most of Organization purchases are done jointly among employees and between Organization and Suppliers					
As a result of team working in the organization, procured quality goods and services are obtaining timely and with minimum cost					

Thank you in advance.

Appendix 2: Interview guide

Dear respondent, below is set of questionnaires seeking your answers. The questions are for academic purpose only. Thus, your knowledge and experience are highly appreciated to help the researcher meet the required undertaking. Yours Mapunda Damas

In this section please circle, in the space provided

1. Do you understand anything about Public procurement? (a) Yes....... (b)…… If No Yes what is it?
2. Have you ever been involved in any procurement activity? A) Yes b) No
3. How do you perceive procurement implementation as per PPA? a) important b) Not important c) Not sure
4. Do you think adherence to PPA 2011 and its regulation are important in the implementation of Procurement function? a) Yes………b) No…… if yes what advantages do you or your organization obtain?
5. According to your view, is there any link between Organization Culture and Procurement activities? a) Yes b) No If Yes how do they relate?
6. Can Organization Culture interfere implementations of Procurement functions?
   a) Yes b) No, if your answers if yes, in what ways can it happen Do you understand anything about procurement professionalism? a) Yes b) No

   If Yes, Is there any connection with procurement performance?
7. Does professionalism contributes anything to public procurement performance in your organization (a) Yes (b) No, If your answer is yes , what are they,
8. Do all the time Procurement Actors such as; PMU stuff, Accounting Officer, Tender Board members, Evaluations teams adhere to rules, regulation and PPA during procurement processes? a) Yes b) No. give reasons to your answer
9. a) Do you think PMU stuff and User departments trust each other? a) Yes b) No If No, why?

b) What is the hindering factors that affect good inter and intra relationship on procurement activities operation in your organization?

c) Do the organizations use participatory working system in handling procurement activities? For example provide feedback to make important decisions such as selection of projects to implement as per limited budget or preparation of Organization procurement plan? a) Yes b) No

d) Do you think Team workings are important in the implementation of Procurement Functions? a) Yes……b) No……if yes, what advantages do organization gate

e) Do you think Organization Procurement Actors are trusted by Suppliers or Contractors? a) Yes b) No, If no, why?

Thanks in advance for your cooperation.