

**CHALLENGES FACING EFFECTIVENESS OF PREPARATION
AND IMPLEMENTATION OF ANNUAL PROCUREMENT PLAN
IN PROCURING ENTITIES:**

THE CASE STUDY OF NJOMBE TOWN COUNCIL

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AND IMPLEMENTATION OF ANNUAL PROCUREMENT PLAN
IN PROCURING ENTITIES:
THE CASE STUDY OF NJOMBE TOWN COUNCIL**

By

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**A Dissertation Submitted to the School of Business in Partial/Fulfilment of the
Requirements for Award of the Master's Degree of Procurement and Supply Chain
Management (Msc. PSCM) of Mzumbe University**

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CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University a dissertation entitled **“Challenges Facing Effectiveness of Preparation And Implementation Of Annual Procurement Plan In Procuring Entities” The Case of Njombe Town Council** in Partial/Fulfilment of the Requirements for Award of the Master’s Degree of Procurement and Supply Chain Management of Mzumbe University.

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I, **Heradi Bryson**, declare that this dissertation is my own original work that all reference sources have been accurately acknowledged and reported, and that it has not been presented and will not be presented in any other university for similar or any other to obtain an academic qualification..

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Finally, this research was done under the auspices of Mzumbe University, I greatly indebted to this institution for its support through its research. This is because the clearance procedures for this research started by a letter from this University before contacting other higher authorities for permissions.

DEDICATION

This present research report is dedicated to my beloved Parents, Mr. Bryson Gombelah and Miss Rozina Kasebele for their prayers to me from Childhood. I honor and cherish their great Initiatives.

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ABBREVIATIONS AND ACRONYMS

AO	Accounting Officer
APP	Annual Procurement Plan
GPN	General Procurement Notice
GPSA	Government Procurement Services Agency
ICT	Information and Communication Technology
KPLC	Kenya Power and lighting Company limited
LGA	Local government Authority
MSD	Medical Stores Departments
NTC	Njombe Town Council
PE	Procuring entities
PMU	Procurement Management Unit
PPA	Public Procurement Act
PPR	Public Procurement regulations
PPRA	Public Procurement Regulatory Authority
PSPTB	Procurement and Supplies Professional Technician Board
SPSS	Statistical Package for social science
TCT	Transaction Cost Theory
VfM	Value for Money

ABSTRACT

The aim of the study was to identify the challenges facing effectiveness of preparation and implementation of Annual procurement plan at Njombe Town Council. Specifically the study aimed at assessing whether process which are needed to be done in APP preparation being followed by NTC, determining the factors affecting preparation and implementation of APP and also identifying the measures which should be taken by NTC to implement better APP. The data for this study were collected by using questionnaires and interviews guide.

The researcher employed cross sectional design with the sample size of 56 respondents which was selected by using simple random techniques and purposive sampling techniques. Data collected were analysed both quantitatively and qualitatively by Descriptive statistics and multiple regression model by the help of SPSS version 20.

The findings from the study revealed that NTC follows effectively four procedures of preparing APP which are notification to users, proper aggregation of requirements, proper arrangement of tender board committee meetings and Configuration and approval of Annual procurement plan while two procedures which are submission of users requirement to PMU and Publication and review of the Annual procurement plan are not followed effectively by NTC.

Also the study revealed that skilled and competent personnel, APP templates, cooperation, and procurement forecasting were statistical significant to effectiveness of APP preparation while fund, economic change, political intervention and procurement procedures were statistical significant to the effectiveness of implementation of APP. Hence from the findings it was revealed that in order to have effective implementation of APP, enough fund should be release, training should be provided to users and there should be no political intervention in procurement matters.

It was recommended that for organization to archive the value for money, the better preparation and implementation of APP should be done at NTC.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter presents background to the problem, statement of the problem, research objectives and questions, the significance of the study, scope of the study together with how the study will be organized.

1.2 Background to the study

Annual procurement planning involves the whole process of managing the procurements within the organization so as to determine when they should be purchased and by which method will be appropriate for that kind of purchases (URT, 2011). Not only that but also the issue of reviewing the organization's properties so as to find out which assets are obsolete in order to disposal them should be analysed in the APP of the organization.

In the organization whereby there is a good procurement plan the matters of sanity in budgetary apportionments and also better financial management is always being archived (Basheka, 2008). But in most of the developing countries there is a noticeable gap in procurement planning.

According to Knight et al (2007) most of developing countries including Tanzania, the procurement function is transitioning from a clerical non-strategic unit to an active socio-economic unit that is able to influence decisions and add value. This is been observed in such a way that most of developing countries have improved their public procurement regulations.

About 20 years ago public and private organizations did not know well on how to prepare and implement annual procurement plan. The background shows that from

very beginning the problem existed because there were no set guidelines, procedures and principles followed during procurement plan preparation, process and the people involved were not procurement expert and this resulted to affect the most organizations (Ntembanda, 2013).

According to Lema (2013) explained that whereby there is lack of procurement plan expert leads to loss value for money procurement to Public Institutions due to that there will be increase procurement transaction costs, unavailability of allocated funds in the budget on time, some of the procurable items are not designated in the budget, and the like. Therefore the government decided to put more effort to the of Procurement and Supply Professional Technician Board (PSPTB) to and train people on procurement matters in order to obtain value for money procurement. Also the establishment of PPRA by the government has led to put more efforts on the procurement matters as due to the different seminars and workshop which are being conducted by the board which helped to bring awareness on procurement plan in order to archive public organization objectives (URT, 2011).

Annual Procurement Plan is very important to any organization because it leads in obtaining quality goods and services through open and fair competition at a right quantity, right time, right price and right place (Oginda, 2013). Despite of the different efforts that have been made by Government the public organization did not manage the issues of effective preparation and implementation annual procurement plan so as to achieve the objectives of public organizations.

1.3 Statement of the Problem

The importance of preparing and implementing the Annual procurement plan has been recognized by the public institutes in Tanzania as one of the most significant tool in archiving the value for money such as minimizing costs in each of the procurement which is done in the different public institutions(Nditi,2014).

As due to the importance of Annual procurement plan in Tanzania, the government has strained to take different initiatives as to insure that the achievements of Annual procurement plan leads to increase value for money in each of the procurement which is done by using the public fund. Such kind of initiatives are formation of Procurement and Supply Professional Technician Board (PSPTB) which conducting different seminars and trainings to the procurement experts also to the public institutions and also the formation of PPRA which regulates the public procurement in public organization (URT,2011).

However, it has been observed by different scholars, most of public organizations are facing different challenges in preparing and implementing Annual procurement plan as these results in not archiving the value for money in public procurement. And this is caused by either of the following reasons; insufficient or delay of fund, lack of competent staff, poor procurement process, the issue of ethics consideration and also lack of procurement strategies which can be used in archiving better preparation and implementation of Annual procurement plan.

Some of the studies have been conducted on the challenges facing preparation and others on the challenges facing implementation of Annual procurement plan in different sectors. For example, Lema (2013) assessed the factors affecting implementation of Annual procurement plan in local governments, the findings show that long procurement procedures and delay of fund from the central governments were key factors which affecting the implementation of Annual procurement plan. Ntembanda (2013) conducted a study on Challenges for better preparation and implementation of Annual procurement plan, his findings show that insufficient budget and lack of corporation from the user departments in preparing Annual procurement plan are most challenges affecting the organization.

Also according to Oginda (2013) other reason that affects the implementation of Annual procurement plan is lack of the procurement strategies. As it has been explained by Microdot (1999) whereby there is procurement strategies, three key

objectives can be archived such as creating growth opportunity to the organization, archiving cost leadership and also to position the organization in favourably value chain and these can help in archiving value for money from purchased.

Katimo (2013) conducted a study on better implementation of Annual procurement plan, and his findings shows that professional and competence employees, early release of fund, delivery of goods on time by suppliers and comply with the regulation of Public procurement will help the organization in better implementation and preparation of Annual procurement plan.

Nevertheless the studies did not explain the procurement procedures and procurement strategies which will enable the organization in archiving better preparation and implementation of Annual procurement plan and also the studies did not distinct well among factors which affect the preparation and also the factors which affect implementation and to show to what extent do this identified factors by different scholars affect the preparation and implementation of APP.

The researcher intended to seek and gather data which revealed those main factors which affect the preparation and implementation of Annual procurement plan together with the measures which could be used by organization to enhance better implementation of APP and also to assess the standard procedures which used in APP preparation.

1.4 Research objectives

1.4.1 General objective

To identify the challenges facing effectiveness of preparation and implementation of annual procurement plan in Njombe town council.

1.4.2 Specific objectives

- (i) To assess if the standard procedures used in Annual procurement plan preparation are followed by Njombe town council.
- (ii) To determine factors affecting preparation of Annual procurement plan at Njombe town council
- (iii) To determine factors affecting implementation of Annual procurement plan at Njombe town council
- (iv) To identify ways that can be used by Njombe town council to enhance better implementation of Annual procurement plan.

1.5 Research Questions

1.5.1 General question

What are the challenges facing effectiveness of preparation and implementation of annual procurement plan at Njombe Town Council?

1.5.2 Specific Questions

- (i) Are standard procedures used in Annual procurement plan preparation been followed by Njombe Town Council?
- (ii) What are factors affecting Annual procurement plan preparation at Njombe Town Council?
- (iii) What are factors affecting implementation of Annual procurement plan at Njombe Town Council?
- (iv) What should be done to enhance better implementation of Annual procurement plan at Njombe Town Council?

1.6 Significance of the study

The study will support the organizations in policy improvement for the top directors to adopt, formulate and implement the best practices on preparation and implementation of annual procurement plan to support the organization development.

The study will increase the knowledge on procurement plan related issues as in areas of process and techniques used in preparing annual procurement plan, the factors which are most affecting the preparation and implementation of procurement plan and also to know the measures which can be used by organization in implementing annual procurement plan .

Based on the study it will also help the organization to know which areas need improvement in preparation and implementation of annual procurement plan as after identifying the weakness area within the organization and that can help them to take necessary steps to improve them.

1.7 Scope of the Study

The research was confined at Njombe Town council as a case study. The concentration was cut through procurement section, top management and user departments and suppliers at NTC. The study aimed to gather data that would be relevant to the topic as these sections participate closely in APP related matters.

1.8 Organization of the study

Study has been organized in six chapters namely; Chapter one that covers introduction, background information on the problem, the statement of the research problem, research objectives and questions, Significance of the study. Chapter two covers literature review divided into theoretical literature review and empirical literature review. Chapter three covers research methods, description of research site, data collection and analysis applied in the research study. Chapter four covers presentation of findings which have been obtained through questionnaires and

interviews. Chapter five covers discussions of -those findings which relied on the study objectives which have been presented in chapter four .And the last chapter of the study is chapter six which covers, summary of the study findings, conclusion, policy implication of the study, limitations and areas for further research and the recommendations of the researcher from the study

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains definition of various concepts, theoretical basis of the study and empirical studies from previous scholars so as to establish the practical reasoning of the problem about Annual procurement plan. The general aim of literature review is to find the gap between what other authors have explained concerning the research problem that you want to overcome in the study.

2.2 Definition of Key concepts

The following are key terms which used in this study;

2.2.1 Procurement

According URT (2011) defined procurement as the process of buying, purchasing or acquiring goods and services that are generally consumed the public funds through the respective ministry and authority concern on behalf of the public. As in this definition based on the sources of fund where by the fund is been released by the Government and due to that the procedures of conducting procurement must follow the suggested method of procurement which have been stated on the act (URT, 2011).Lysons & Farrington (2006) generalized the definition of procurement as process of obtaining goods or services in anyway including borrowing, leasing or even force or pillage.

2.2.2 Procurement Management Unit

This is the department in each procuring entity responsible for the execution of the procurement functions (URT, 2011).

2.2.3 Procuring Entity

Means a public body or any other body, or unit established and mandated by government to carry out public functions (URT, 2011)

2.2.4 Public procurement

Baily, Farmer, & Jones (2005) defined public procurement as the government expenditure on various equipment, goods and services: weapons systems, stationery, furniture, food, capital projects including consultancy services, information systems and services, facilities management, also, medical services, building of roads and maintenance of utilities.

2.2.5 Annual Procurement Plan (APP)

APP is the procuring entity's indicative plan of what, how and who to procure goods works and services for a particular financial year (Brahim, Abada, & Muhindo, 2014). Has been articulated in the Public procurement Act no. 7 of 2011 Annual procurement plan is the mandatory of procurement policy framework. According to Public Procurement regulations section 70 of 2013 stated that "A procuring entity shall prepare its annual procurement plan as part of budget process and submit the plan to the Authority within fourteen days after the completion of the budget process"..

2.3 Theoretical literature reviews

2.3.1 Theories

This is concerned with the theories which link between the theoretical aspects and practical components of the investigation undertaken. This study is guided by one theory called Transactional Cost Economic theory

2.3.1.1 Transactional cost Economic theory (TCT)

The theory of Transactional cost economic was initiated originally by Ronald Coase's (1937). According to Coase (1937) the basic idea of the TCT is to choose the form of organization or governance that leads to the lowest transaction costs, whether this should be the market, hierarchy or an intermediate form. Transaction costs are those costs which associated with finding suppliers, negotiations of price, communications costs and contracting costs (Williamson, 1985).

The main aim of the organization in preparing and implementing Annual procurement plan is to minimize the transactions cost in the given period of time where by the procurement activities are taking place. And when there is better implementation of Annual procurement plan the transaction cost will be minimized and therefore the achievement of value for money in the organization will be obtained (Parker & Hartley, 2003).

The theory is very important in this study due to that the effective preparation and implementation of Annual procurement plan need much understanding on how the organization will minimize its transactions cost in every purchases which made, and this can be archived only by having the competent workers, reliable information on the market, good procurement procedures ethics within the organization and availability of fund which will enhance the Annual procurement plan.

2.3.2 APP According to PPA no 7 of 2011 and its Regulations of 2013

In Tanzania the Annual procurement plan of all public sectors is been emphasized by the PPA no 7 of 2011 and its Regulation of 2013. According to PPA 49 (1) gives detailed information on the significance of preparing the Annual procurement plan, and one of it is for avoidance of the emergence procurements, to obtain value for money and also to reduce the procurement costs. If the organization has its APP for a certain period of time, those benefits which have been explained in the PPA will be archived during procurement practices.

- Preparation and implementation of Annual procurement plan processes according to PPA no 7 of 2011 and its regulations of 2013

According to PPR 69 of 2013 section 1 states that

Procurement planning shall commence at the Design stage during the identification and preparation stages of the project cycle. Also the regulations states that “A procuring entity shall forecast its requirements for goods, services and works as accurately as is practicable with particular reference to services or activities already programmed in the annual work plan and included in the annual estimates

Also in PPR 69(7) states that

“A procuring entity shall draw up procurement plans for those requirements for which sufficient funds have been included in the approved budget in the current financial year or if payment will be due in subsequent financial year, such payment have been budgeted for”.

2.3.3 Standard procedures for preparation of Annual Procurement Plan

Basically most of the public organizations use the standard procedures which have been provided by PPRA by using the APP templates during preparation of APP. The study was interesting on assessing if those common procedures which should be used as a guideline during preparation of APP by any public organization are been followed by NTC. Those procedures as follows;

- i. Notification to user departments for preparing their requirements

According to PPRA stated that, *the notification shall be provided to users so as they can be aware that the process of preparing APP is to start hence they should prepare their requirements for the given financial year.* This is important due to that, user departments are the ones who prepare technical inputs to statements of requirements or terms of reference for procurement requirements to the PMU and also initiate procurement and disposal by tender requirements and forward them to the PMU [PPR 39(1)].

ii. Submissions of needs from Users departments

After users been notified for them to prepare the requirements for the given financial year. Needs are supposed to be submitted to PMU for proper arrangement and packaging, this is much helpful for preventing occurrence of emergency purchases after the plan been prepared.

iii. Proper aggregations and packaging of requirements

This is the stage where by the budgets for all departments are being reviewed and where by PMU spends a time to identify the common purchases for all departments, and items which have similar in nature and identify the best method to be used to acquire those needs due to that these items are likely to attract the same potential bidders. And this procedure works best to those organizations which have been committed to reduce costs in their operations (Katimo, 2015).

Also according to Sauber(2008) argued that through this stage is where by the organization can decide issues such as delivery dates, procurement methods to be adopted. According to APP templates from PPRA, procurements are being categorized into mainly three categories during aggregations and packaging of requirements. Such categories are:

- Goods and related services
- Works and related construction
- Consultation services and non-consultation services

For consideration on the way the work to be carried out; account shall be taken of the advantage, for economic and technical reasons, of dividing the project into homogeneous lots or packages which are as large as possible [Reg. 71 (1)].

Moreover the PPR states that *where procurement is divided into packages, the size of the package should be appropriate so as to foster maximum competition and obtaining the most economic contract* [Reg. 71 (2)].

iv. Proper arrangement

v. Arrangement of Tender board committee meetings

Immediate after the requirements have been aggregated and packaged is where by the arrangement of tender board committee meetings done. This procedure is important due to that ,through tender board is where by the approval of procurement and disposal by and ensurance of t best practices in relation to procurement and disposal by tender are strictly adhered by procuring entities are been done [PPRS. 33 (1)].And the A.O is the one who is responsible for formation of the tender board.And also *Members of the Tender Board shall be appointed on the basis of their technical competence required for the discharge of the functions of the Tender Board*[PPR S. 31 (5)].

vi. Configuration and Approval of APP

This is another procedure which should be done during preparation of APP. Then according to PPA section 2 and 3 states that the appropriate budget approving authority will be responsible for approving Annual procurement plan and for those unplanned procurement shall get prior written approval of the AO.

vii. Publication/Review and efficiency implementation of APP

And the last procedure for APP preparation is on publication and review of the prepared APP.This is the important procedure during preparation of APP.APP is being prepared into three forms which are APP for internal use,APP for external use which is being publized in this stage for allowing pontential bidders to look for oppotunnities in the PE and that is GPN. And the last APP is that which is being submitted to PPRA for allowing them for auditing and controlling the procurement activities at the public organization. The regulations state also the timeframe for submission and preparation of Annual procurement plan which is fourteen days after the completion of the budget process (PPR, 70)

2.4 Empirical literature reviews

Empirical literature review involves searching the real things from the empirical situations what other scholars find it who went to the field directly (Mlilo, 2016). This is based on the primary sources of information obtained through actual observation by another person in form of research. Therefore through empirical literature review i was able to know what others have done related to my study and what they have not done and that helped me to fill the gap of things which they have not done.

Asenga (2014) conducted a study on Challenges facing public institutions in the procurement planning process a case of Mpwapwa town council, the results show that majority of the respondents were aware of planning process but the issues such as corruption, insufficient training, lack of enough consultation, insufficient skills by user departments to accurately state their requirements as well as limited skilled personnel were challenges facing the better procurement plan.

Katimo (2013) conducted a study on factors hindering preparation of Annual procurement plan; a case of Medical store department in Dar es salaam. His study included 34 respondents whereas 10 were Procurement Management Unit and 24 were user departments, sampling techniques both random and purposive were used where collected data and he come up with the results that likely factors which are hindering preparation of Annual procurement plan are such as poor forecasting of the procurement, skills and competences of the participants, late communication of needs from the customer to the MSD that means user departments where not having better relationship with the MSD. Also due to the insufficient budget, most of the PE's fails to match between the Annual procurement plan and the actual budget which is given by the government and that can be seen as whereby most of procurement practices which are done by PE's are out of the Annual procurement plan that means actual procurement practices do not adheres the Annual procurement plan (Mrope, 2005).

In Kenya, Oginda (2013) conducted a research on “Challenges on implementing procurement strategies at Kenya Power and lighting Company limited (KPLC)” ,and in his study he found that aspects of uncontrollable factors in the environment, insufficient training of staff and resources, subnormal and un conforming materials, lack of specifications, unreliable and distant suppliers, long and laborious procurement lead time and reduction and insufficient funds among others were major obstacles to successful implementation of procurement strategy in KPLC. Whenever you want to implement the procurement strategy, the consideration of skilled and competent personnel, organization structure, and strategies within organization should be designed in a way that they support implementation of procurement strategies (Thompson & Strickland, 2003).

But also Hess (2004) explained areas which describe the procurement strategies, these areas are such as Sourcing concepts, portfolio approaches, process approaches and task-focused approaches. These areas have help the organization to conduct the procurement practices by consideration of right quality, right quantity, right source and right time which finally result to the value for money in procurement.

Moreover the study conducted by Ogubala & Kiarie (2014) on “Factors affecting procurement plan in county governments in Kenya”; a case study of Nairobi city county. A census was conducted which comprised with 103 procurement staffs with the aim of making recommendation on proper procurement plan, lastlythe study concludes that, insufficient competencies of procurement staff, lack of management support, ICT tools and budgeting procedures affected procurement planning.

John & Atambo (2016) conducted a study on factors affecting procurement planning in Public secondary schools in Kenya, the sample size of the study were 123 secondary schools and multiple regression and descriptive statistics analysis were used in analysing the data. Findings of the study indicated that, forecasting, staff competence, budget procedures and cost estimation influenced procurement planning in secondary schools.

Also the study conducted by Lema (2013) on the assessment of factors affecting implementation of Annual procurement plan a case of Meru town Council. From 60 respondents the results revealed that delay of fund from central government and other sources, Lack of awareness on implementation of annual procurement plan, in adequate allocation of funds (insufficient budget) and Lack of knowledge on the newly introduced payments system (EPICOR) affected the implementation of annual procurement plan.

Not only that but also Sandy (2013) on his study of “The management of issues which influence effective implementation of procurement plans in public organization a case of GPSA. The researcher applied case study research design with the sample size of 47 respondents. Findings revealed that insufficient staff and management actions, late request from user departments, emergency order not included in procurement plan and organization to purchase items which are not included in APP are mostly factors affecting procurement implementation.

2.5 Research Gap

Despite the fact that previous studies have assessed the factors that affecting preparation and implementation of Annual procurement plan. Very few studies have been distinguished between factors which affect preparation and those factors which affect implementation of Annual procurement plan. And in addition to that few studies have been conducted on assessing the standard procedures for APP preparation. Therefore this study intended to fulfil this research gap.

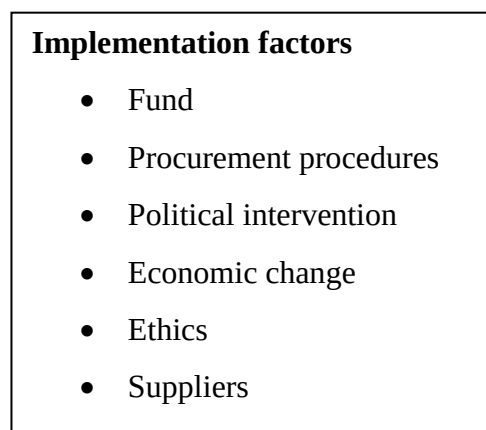
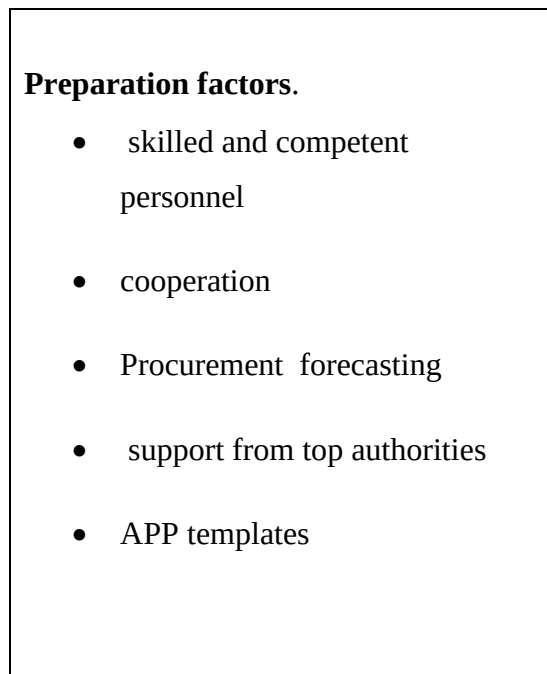
2.6 Conceptual framework and research model

Conceptual Framework can be defined as set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Reichel & Ramey, 1987).

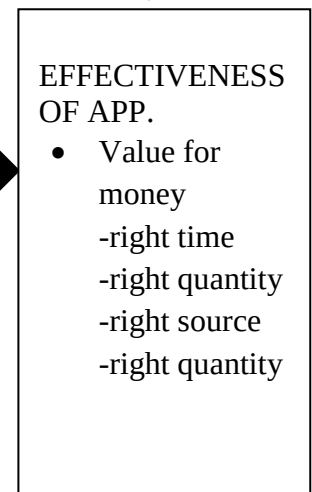
In order to uncover the challenges facing preparation and implementation of Annual procurement plan in Public sector which lead to in effective of Annual procurement plan, the study identifies two kinds of variables which are independent variables and dependent variables, the Model consists of two parts for research objectives number two and three. The first part consists of the factors for APP preparation which are skilled and competent personnel, cooperation from the user departments, support from top authorities, templates for APP preparation and forecasting on procurement of another financial year for objective number two. While the second part consists of the factors for implementation of APP which comprises of procurement procedures, fund, economic change, political intervention, suppliers and Ethics between procurement actors for objective number three.

Figure 2.1: Conceptual framework

INDEPENDENT VARIABLES



DEPENDENT VARIABLE



Source: literature reviews

2.6.1 Dependent Variables

2.6.1.1 Effectiveness of APP preparation

The effectiveness of prepared APP is been determined by the achievement of Value for money which comprises of right time, right quantity and also right source. Therefore if the organization has well prepared APP, the value for money will be archived.

2.6.1.2 Effectiveness of APP Implementation

Also the effectiveness implementation of APP is been determined by the achievement of value for money within the organization. Elements such as right quality, right quantity, right source and right price should be archived to show that the organization has implemented well APP.

2.6.2 Independent Variables

2.6.2.1 Skilled and Competent personnel

Experienced, competent and skilled staffs are the one who are able to prepare well APP. Therefore if the organization failed to have those potential people within the organization that will results to have poor prepared APP.

2.6.2.2 Cooperation within Organization

For better preparation of APP cooperation within the organization must be taken into the account. Semayengo (2005) said that when the staffs are been informed about how the procurement plan will help to archive the organization goals are becoming committed also during the preparation of APP. Hence poor cooperation of staff within the organization results to poor prepared APP.

2.6.2.3 Procurement Forecasting

Studies conducted by other researchers have shown that poor forecasting of procurements activities for another financial year will result to have poor prepared APP hence affects the implementation of APP. Therefore for organization to have better prepared APP they must have forecast well their procurement needs.

2.6.2.4 Support from top Authorities

Top authorities within the organization have the power to influence the preparation of APP. Therefore poor support from top authority results to poor prepared APP and high support from top authority results to effective prepared APP.

2.6.2.5 APP templates

APP within public organizations is generally prepared by using APP templates; sometimes these templates seem to be difficult to be understood by the users hence results to the ineffective preparation of APP. Therefore this variable also determines the effectiveness of prepared APP.

2.6.2.6 Fund

In order to have effective implementation of APP, fund is the essential factor so as to accomplish all the requirements within the organization. Therefore in the organization which enough fund is being released on time means there will be effective implementation of APP and for that organization which enough fund is not released means there will be poor implementation of APP [Reg 46(9)].

2.6.2.7 Procurement procedures

Procurement procedures start from need identification from users until the satisfaction. Hence different process must be taken in order to accomplish the implementation of APP. Different scholars have been argued that, the prolonged procurement procedures within the public organization affect the implementation of APP.

2.6.2.8 Political Intervention

Political interference to the procurement related matters lead to have ineffective APP implementation within the organization and where there is no political interference that results to have better APP implementation.

2.6.2.9 Economic Change

Inflation rates, high level of tax within the country have the impacts towards implementation of APP. Therefore where there is highly level of economic such as inflation rate is high, tax is high that also lead to poor implementation of APP.

2.6.2.10 Ethics

Integrity, honest and trust between the procurement actors to the implementation of APP is the key factors towards archiving value for money in procurement. According to Donaldson (2001) indicated that ethics practises that promote economy efficiency includes fairly completion, avoiding bribery, respect for the honouring contracts, promises and other commitments. Hence if the organization has ethics that means APP could be implemented effectively.

2.6.2.11 Suppliers

In order to make better implementation of APP, there must be a link between suppliers and procuring entity. Therefore the presences of reliable suppliers within the organization lead to better implementation of APP and if there are no reliable suppliers those results to poor APP implementation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Methodology is global style of thinking a general approach for studying research topics or an overall research strategy (Mlilo, 2016). This chapter comprises of the scope of the study, research design, samples, sample size and sampling procedures, research instruments and data analysis. This is because research methodology directs the researcher which instruments, type of design that is needed to be followed in his or her study.

3.2 Study area

The study was conducted at Njombe Town Council. Njombe Town council is one among the six council which have being established after the newly established of Njombe region. The council covers an area of 3212km² with population estimated of 130,223(National census, 2012). It is located at southern highland of Tanzania with longitudes of 34⁰25' east of Greenwich meridian and latitude of 9⁰10' of southern equator. NTC through PPRA is responsible for preparing and implementing Annual procurement plan in each financial year because it is the government entity. The reasons to why the area was selected partly was due to the fact that it was nearby the researcher which readies him to use his time eagerly to concentrate on the problem and also due to that it is the new council hence there are different challenges which the organization face during preparation and implementation of APP. Therefore NTC was the potential area for the researcher to conduct his study according to the to the study topic.

3.3 Research Design

According to Kothari (1990) a research design is the conceptual structure within which the research will be conducted. It constitutes the blue print for the collections measurement and analysis of data. In this study the researcher employed cross sectional design while carrying out his study to obtain primary data from the study; this was due to the fact that the researcher exposed to respondents so as to obtain the required information from the study area at once, in which both quantitative and qualitative information was obtained. This approach of research design helped the researcher to save time as well as costs.

3.4 Targeted Population

Population is a group of individuals, objects or items from which samples are taken for measurement (Kothari, 1990). It refers to an entire group of persons or elements that have at least one in common (Kombo, 2003). The targeted population 125 of the study included the top management, employees from other department, suppliers and procurement staffs of Njombe town council. And therefore from that population is where the researcher obtained the sample which was used in the study.

3.5 Units of Analysis

The units of Analysis of this study was individuals (accountants, land valuers, supplies officers, engineers, administrative officers, agricultural officers, suppliers) at Njombe town council

3.6 Sampling Techniques

The researcher used simple random sampling under probability sampling and Purposive sampling technique under non probability sampling.

Simple random sampling refers to that methods of sampling selection which gives each possible sample combination an equal opportunity of being picked up and each item in the entire population has an equal chance of being included in the sample

(Kothari, 2009). The implication of simple random sampling is to give each element in population an equal probability of getting into the sample and all choices is independent of one another (Kothari, 2009). But also Kothari (2009) argued that by this method it satisfies the law of statistical regularity which says that "if a sample is chosen at random, on average it has the same characteristics and composition as the population of that area.

While the purposive sampling technique was used to enable the researcher to get the sample of the key informants (Procurement Management unit and top management) from the targeted population who were capable to give the relevant and accurate information of the study (Kothari, 2009).

3.7 Sample size

Sample is a group of people or events drawn from a population. A research study is carried out on a sample from a population (Saunders et al., 2000). Sample can be taken as a representative of the whole population whereby its results can be generalized. The researcher draws a sample of 56 respondents where 8 are from top management, 37 employees from other departments and 7 respondents from procurement department and 4 from suppliers. According to Kothari (2009) said that the sample size must be 5% or 10% of the total population but due to that the population of NTC was small and if the researcher decided to use that principle he could not obtain the valid information due to the small sample which he could have, therefore the researcher decided also to use the formula which given by Kothari (2009) to obtain the sample from the NTC.

$$NF = \frac{N}{1 + N(e)^2}$$

Where: NF = the desired sample size where population is less than 1000

N = the estimated of the population size (110)

e = Estimated sample error

Therefore;

$$NF = \frac{125}{1 + N(e)^2}$$

$$1 + 125(0.1)^2$$

$$55.555 = 56 \text{ respondents}$$

Therefore the sample size of the study was 56 respondents

Table 3.1: Sample distribution

Respondents	Population	Sample size	Sample percentage
Management team	20	10	50%
Staffs from other departments	87	36	41.7%
Procurement staff	10	6	60%
Suppliers	8	4	50%
Total	125	56	44.8%

Source: Field data (2018)

3.8 Types of Data

In this study the researcher collected -two types of data which are primary and secondary data. Whereby according to Kothari (2009) primary data are those data which are collected for the first time and this data happens to be original. On the other hand the primary data collected by the researcher himself from the field. The questionnaires and interviews were used by the researcher in collecting primary data.

Another type of data is secondary data; these are data which have previously collected by someone else for some other purpose (Hodges & Video, 2005).). Under secondary data the researcher visited various literatures from professional journals, procurement journals, conference papers, various publications, Public Procurement Act and its Regulations. There are two benefit of this data collection method. This method is less expensive and less time consuming (Hodges & Video, 2005).

3.9 Data collection methods

This entails methods and procedures that were used to obtain data from the study, both qualitative and quantitative data were collected; the researcher used several methods/tools. These include:

3.9.1 Questionnaires

According to Kothari (2009) questionnaire refers to the sets of questions given to the respondents or informants in order for them to fill it. In this study a set of structured questions provided to the respondents.

Questionnaires were developed with pre-determined set of questions which were prepared in a written form and were distributed to 56 respondents categorized in two groups namely, Top management (10), staff from other departments (36) and Procurement staff (6), suppliers (4) the questions included close ended and open ended, the respondents were required either to tick the appropriate answer or to fill the blank space provided by giving their opinions.

The questionnaire was written in English language, and they asked to return on specific day. The researcher prompted to adopt this method as it is reliable and flexible methods that do not exert more pressure to respondents and allow them to give more explanations as a result the researcher obtain concrete information. And these questionnaires were used in collecting the primary data from the respondents concerning both four specific objectives of the study.

3.9.2 Interview guide

Interview is the social encounter where speakers collaborate in producing retrospective and prospective accounts or version of their parts or future actions, experiences, feelings and thoughts (Kothari, 2009).

The study used interview in gathering facts from respondents for analysis in collecting the primary data. Interview is the type of data collection method of which the researcher collects data by communication with respondents through personal conversation (Boba, 2005). Open and closed questions were used depending on the situation on hand. Data collected under interview were primary data which were used in analysis in chapter four. Each question relate to research problem. Through this

method, the researcher was able to access non-verbal behaviour hence got that helped him to immediate feedback from respondents.

3.9.3 Documentary Review

Documents are claimed to be a tool for obtaining rich data from the research, in light of this, documents are source of information, without them research is impossible (Bell, 1993). In this study the researcher viewed documents such as procurement reports, file of procurement personnel, different articles relating to the topics, journals and reports from PPRA and various public organizations in order to obtain the secondary data which used in this study. Therefore from the documentary review the researcher was able to know the standard procedures for preparation of APP given by PPRA.

3.10 Reliability and Validity of Data

3.10.1 Reliability

The reliability of measure indicates the extent to which it is without bias (error free) and hence ensures consistent measure (Sekaran, 2003). The researcher ensured reliability of data and information by making cross check on the data obtained through questionnaire against those collected by interview. The tendency towards consistency found in repeated measurements is referred to as reliability. The researcher ensured the reliability of the measurable data by reviewing information only from reliable authoritative source documents.

3.10.2 Validity

Validity can be defined as the extent to which an instrument measures what is supposed to measure (Aaker, et al., 2002). In this study data was collected from authoritative personnel and cross-checked in different collection methods. Therefore to ensure the validity of the data, questionnaires and interviews questions were reviewed by the senior lecturer of procurement and supply chain management.

3.11 Data analysis

Data analysis is a process of inspecting, cleaning, transforming and modelling of data with the goal of highlighting useful information, suggesting, and supporting decision making (Kothari, 2009). The purpose was to determine validity of data which was collected. In this study data analysis techniques used both descriptive statistics and quantitative techniques such as multiple regression analysis.

3.11.1 Descriptive Statistics

For objective number one and four the descriptive statistics were used to analyse the data. The instruments such as tabulation, percentage and pie charts used to add insights of the information. The findings also processed by the help of IBM Statistical Package for the Social version 20 mainly in coding, entry and analysis of data, particularly computation of frequencies, mean, crosses tabulation and percentages frequencies were computed and presented in tables.

3.11.2 Regression Analysis

Multiple regression models were used to analyse the data for objective number two and number three where by this model used to show straight linear relationship between the dependent variable and the number of independent variables.

The multiple regression models which was used in analysing the data for objective number two is given through the following model

$$EPAPP = \beta_0 + \beta_1 SCP + \beta_2 C + \beta_3 PF + \beta_4 STA + \beta_5 AT + E_i$$

Where by: EPAPP=Effective preparation of Annual procurement Plan

β_0 = Constant

$\beta_1, \beta_2, \beta_3, \dots$ =coefficients

SCP= Skilled and Competent personnel

C= Cooperation

PF=Procurement Forecasting

STA=Support from Top Authorities

AT=APP templates

E_i =Error term

While for the objective number three the following linear model was specified for the purpose of statistical estimation;

$$EIMAPP = \beta_0 + \beta_1 F + \beta_2 PP + \beta_3 PI + \beta_4 EC + \beta_5 E + \beta_6 IA + \beta_7 S + E_i$$

Where by: EIMAPP=Effective implementation of Annual procurement Plan

β_0 = Constant

$\beta_1, \beta_2, \beta_3, \dots$ =coefficients

F = Fund

PP= procurement procedures

PI=Political Intervention

EC=Economic Change

E=Ethics

IA=ICT Adoption

S= Suppliers

E_i =Error term

3.12 Measurement of Variables

To operationalize the research variables, the study first determined the parameters of each independent variable and then employs ordinal scale which was the liker scale, to measure the independent variables. Non-parametric method involves nominal and ordinal, where in this study the researcher use non-parametric method in which this approach nominal and ordinal data were used to express information.

CHAPTER FOUR

ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

This chapter presents the research findings of the Challenges facing preparation and implementation of Annual procurement plan. The findings of the study based on the four research objectives which were analysed in statistical software known as IBM SPSS version 20.

The chapter starts by providing the findings of the demographic characteristics of the respondents, assessment of the procedures used in APP preparation, factors affecting preparation of APP, factors affecting implementation of APP and finally measures to be taken to enhance better implementation APP in Njombe Town council.

The study involved a sample size of 56 in total, where by questionnaires were distributed into four groups which involved Procurement management unit, Head of departments, suppliers and other staffs from the organization. Out of 56 questionnaires the researcher succeed to collect 52 of all questionnaires for data analysis and this represents 92.8% of total distributed questionnaire as summarized in table below.

Table 4.1: Distribution and collection of questionnaire

Respondents	Questionnaire distributed	Questionnaire collected
Management team	10	8
User departments	36	34
Procurement Management Unit	6	6
Suppliers	4	4
Total	56	52

Source: Field data (2018)

4.2 Respondents profile

Although it was not the part of the study but the researcher was intended to assess the influence of it on the study. The demographic data consisted of the gender, age, education level, working experience and position in the organization.

4.2.1 Gender of respondents

The researcher asked the respondents to put the tick mark to the appropriate space to state the sex of the respondent. All the respondents about 100% responded to the question.

Table 4.2 below indicated 30 respondents about (57.7%) were males and the rest of 22 respondents about (42.3%) were females. These findings indicate that the Njombe Town council comprises with more male workers than female and hence most of high position of organization is being occupied by males. Therefore women should be encouraged to apply for work in local governments so as to create gender balance.

Table 4.2: Gender of Respondents

Sex	Frequency	Percent
Male	30	57.7
Female	22	42.3
Total	52	100.0

Source: Field data (2018)

4.2.2 Age of Respondents

Data concerned the age of respondents were presented into four categories. This variable was included in the study so that the researcher can understand the age of workers in the organization if it has impact on the performance of different duties in the organization. The findings from Table 4.3 shows that 32.7% of respondents had the age between 21-30 years, 32.7% of respondents had the age between 31-40 years also about 15.4% of respondents had the age between 41-50% while the rest of 19.2% of

respondents had the age above 51 years. This implies majority of the workers are at the age of learning and being trained so as to acquire different skills in order to increase the efficiency within the organization.

Table 4.3: Age of Respondents

Age(Years)	Frequency	Percent
21-30 years	17	32.7
31-40 years	17	32.7
41-50 years	8	15.4
Above 51 years	10	19.2
Total	52	100.0

Source: Field data (2018)

4.2.3 Respondent's education level

The implication on the understanding on the challenges facing preparation and implementation of Annual procurement plan can be determined also by the education level of the respondents. Therefore this variable was being included on the study. Data concerning the education level of respondents were presented into four categories. Where from table 4.4 below shows that by majority of respondents about 23 respondents (44.2%) were having bachelor degree, followed by 16 respondents who were having diploma level about (30.8%) and 7 respondents about 13.5% were having masters and above and finally respondents who were having certificate were about 6 respondents of 11.5%. Therefore the finding shows that majority of respondents were having bachelor degree which provides remark and valid information to this study since they might have more knowledge and understands about Annual procurement plan.

Table 4.4: Respondent's education level

Education level	Frequency	Percent
Certificate level	6	11.5
Diploma level	16	30.8
Bachelor degree	23	44.2
Masters and above	7	13.5
Total	52	100.0

Source: Field data (2018)

4.2.4 Working Experience

Data concerning the working experience of respondents were presented into five categories, which includes 0-5 year, 6-10 year, 11-15 year, 16-20 year, 21 year and above. The table 4.5 below shows that 42.3% of respondents were having 0-5 year of working experience, 23.1% of respondents were having 6-10 year of working experience, 13.5% of respondents were having 11-15 year of working experience, 15.4% of respondents were having 16-20 year of working experience while the rest of 5.8% of respondents were having 21 year and above of working experiences within the organization. From the findings ,this implies that majority of respondents had few years of working experience in the organization hence the researcher expected that they should provide valid and reliable information since they are facing different challenges which are new to them in the operations in the organization concerning of Annual procurement plan. The table 4.5 below summarized the results;

Table 4.5: Respondent's working experience

Number of Years	Frequency	Percent
0-5 years	22	42.3
6-10 years	12	23.1
11-15 years	7	13.5
16-17 years	8	15.4
Above 21 years	3	5.8
Total	52	100.0

Source: Field data (2018)

4.3 Assessing Procedures used in Preparing Annual procurement plan if are well followed

The first objective of the study was to assess if the standard procedures required in preparation of Annual procurement plan are well followed by Njombe Town council. To answer obviously the stated research objective, researcher sought to identify the following sub-objectives; notification to the user for preparing their requirements, submission of requirements to PMU, proper aggregation and packaging of requirements at NTC, proper arrangement of Tender board committee meetings, configuration and approval of APP and lastly publication and review of the APP

4.3.1 Notification to the user departments

The researcher intended to know if the staffs at NTC are being notified for preparing their requirements in the given financial year by the authority. From the table 4.6 below shows that majority of respondents that is 18 equal to 34.6% strongly agreed that they are being notified to preparing their requirements by authority, 17 equal to 32.7% agreed they receive a notification for preparing their requirements the APP by authority while 8 respondents equal to 15.4% were uncertain, 5 respondents equal to 9.6% disagreed that they do not receive any notification for preparing their requirement and the rest of 4 respondents equal to 7.7% this question was not applicable to the

Table 4.6: Organization notify to users

Response	Frequency	Percent
Strongly agree	18	34.6
Agree	17	32.7
Uncertain	8	15.4
Disagree	5	9.6
N/A	4	7.7
Total	52	100.0

Source: Field data (2018)

These findings imply that about 35 of respondents equal 67.3% of total respondents agreed that they receive notification from the authorities for them to prepare the APP.

Therefore the NTC follows the first step which is supposed to be done for better preparation of APP.

4.3.2 Submission of requirements to PMU

The researcher sought to know if user departments submit their requirements to PMU and also to know if they submit all of their requirements on time

i. Submission of requirements to PMU

The results from the study as shown in table 4.7 below revealed that 14 respondents equal to 26.9% respondents strongly agreed that they submit their requirements to PMU, 13 respondents equal to 25% agreed with the statement, 9 respondents equal to 17.3% were uncertain, 12 respondents equal to 23.1% of respondents disagreed that they submit their requirements to PMU while the rest of 4 respondents equal to 7.7% were not supposed to answer this question, due to that there were suppliers hence they could not be able to provide the reliable information for the question asked.

Table 4.7: Submission of requirements to PMU

Response	Frequency	Percent
Strongly agree	14	26.9
Agree	13	25.0
Uncertain	9	17.3
Disagree	12	23.1
N/A	4	7.7
Total	52	100.0

Source: Field data (2018)

This finding indicates that only 27 of respondents' equal to 52% were submitting their requirements to PMU while the rest of 48% did not submit their requirements this findings revealed that this procedure was not followed properly during preparation of APP at NTC.

ii. Submission of requirements on time to PMU

Also the researcher wanted to know if the requirements from user departments are been submitted on time to PMU. The findings from the study revealed that 28

respondents equal to 53.8% said NO, that means requirements are not submitted on time to PMU while 20 respondents equal to 38.5% argued that there requirements are being submitted on time to PMU while 4 respondents equal to 7.7% this question was not applicable to them as shown in table 4.8 below

Table 4.8: Submission of requirements on time

Response	Frequency	Percent	Valid Percent
No	28	53.8	53.8
YES	20	38.5	38.5
N/A	4	7.7	7.7
Total	52	100.0	100.0

Source: Field data (2018)

This findings revealed that most of staffs at NTC do not submit their requirement on time and this is due to lack of cooperation between departments to PMU hence due to that lead to affect the better preparation of APP and a lot of emergency purchases happened at the council due to late submission of requirements and that results for organization in poor archiving value for money it its procurement activities.

4.3.3 Proper Aggregation and packaging of requirement

The researcher wanted to find out if there is proper aggregation and packaging of requirement at NTC. Through questionnaires, 52 respondents were asked to indicate the level of agreement or disagreement with the statement. The findings from table 4.9 shows that 12 respondents equal to 23.1% strongly agreed that this procedure is being followed by NTC 19 of respondents equal to 36.5 % agreed that proper aggregation and packaging of requirements is being done at NTC during preparation of APP, 11 respondents equal to 21.2% they were uncertain, 6 respondents equal to 11.5%, the rest of 4 respondents equal to 7.7% this question was not applicable to them.

Table 4.9: Proper aggregation and packaging of requirements at NTC

Response	Frequency	Percent
Strongly agree	12	23.1
Agree	19	36.5
Uncertain	11	21.2
Disagree	6	11.5
N/A	4	7.7
Total	52	100.0

Source: Field data (2018)

From the findings it was revealed that 58.6% of respondents equal to 31 respondents agreed that NTC performing proper aggregation and packaging of requirements during APP preparation. This implies that procurements requirements which are in APP allows maximum competition to the potential bidders and hence the organization attained the value for money by reducing some costs which could be incurred if the requirements were not combined properly.

Also about 11 respondents equal to 21.2% argued that they do not know if this procedure is being followed by NTC during APP preparation, this result implies that there are some staffs within the organization are not aware of how procurement plan should be prepared therefore this implication is bad within the organization because it allows the opportunity for procurement actors to act unethical during implementation of APP.

4.3.4 Proper arrangement of Tender board committee meetings

Respondents were asked to present their views on if the NTC have proper arrangement of tender board committee meetings. Table 4.10 shows that 38.5% and 34.6% strongly agreed and agreed respectively with the statement that there is proper arrangement of tender board committee meetings at NTC. About 19.2% were uncertain with the statements while the rest of 4 respondents equal to 7.7% of respondents did not respond to this question.

Table 4.10: Proper arrangement of Tender board committee meetings

Response	Frequency	Percent
Strongly agree	20	38.5
Agree	18	34.6
Uncertain	10	19.2
N/A	4	7.7
Total	52	100.0

Source: Field Data (2018)

This implies that there is effectiveness of proper arrangements of tender board committee meetings within NTC and that is due majority of respondents 38 equal to 73.1% .Therefore this result shows that the NTC prepare APP which is effective and lead for them to archive the value for money in their prepared APP.

4.3.5 Configuration and approval of Annual procurement plan

Respondents were asked to indicate their level of agreement with the statement that, the APP is being approved by the budget approval authority as one of the procedure for better APP preparation. Out of 52 respondents 16 respondents equal to 30% strongly agreed the budget approval authority approved there APP, 17 respondents equal to 32.7% agreed on this statement, 13 respondents equal to 25% - respondents did not know if the budget approval authority is responsible for approving APP, 1 respondent of 1.9% disagreed that the budget approval authority of APP,1 respondent of 1.9% strongly disagreed on this statement while the rest of 4 respondents equal to 7.7% did not answer this question. The table 4.11below summarized the result.

Table 4.11: Configuration and approval of APP by Budget approval authority

Response	Frequency	Percent
Strongly agree	16	30.8
Agree	17	32.7
Uncertain	13	25.0
Disagree	1	1.9
Strongly disagree	1	1.9
N/A	4	7.7
Total	52	100.0

Source: Field data (2018)

These results imply that majority of staffs from NTC about 63.5% knew that APP is being approved by budget approval authority hence these results verify that the organization follow this procedure for better preparation of APP.

4.3.6 Publication and review of the Annual procurement plan

Researcher sought to asses if the NTC review and published the prepared APP. To answer this sub-objective, the researcher asked three questions to the respondents which are, if the organization publish the GPN to the required procurement journals and tender portal, if they review their APP after it has been approved and if the organization submit the prepared APP to PPRA.

i. Publication of General procurement Notice

The researcher wanted to find out if the organization publishes its GPN to the required procurement journals and tender portal. Table 4.12 shows that about 24 respondents equal to 46.2% strongly agreed that GPN is been advertised, 40.4% equal to 21 respondents agree that this procedure is being done to the organization while the rest of 13.5% equal to 7 respondents were uncertain.

Table 4.12: Organization publish the GPN to the required procurement journals and tender portal

Response	Frequency	Percent
Strongly agree	24	46.2
Agree	21	40.4
Uncertain	7	13.5
Total	52	100.0

Source: Field data (2018)

This implies that majority of respondents about 86.6% know that GPN is supposed to be published so as to allow potential bidders to see opportunities which are available within the given period.

ii. Review of Annual procurement plan

Researcher sought to assess if the staffs within the organization got a chance to review their plan after it has been approved by authority. 7 respondents equal to 13.5% of respondents strongly agreed that they review the APP, 7 respondents equal to 13.5% of respondents agreed that they review the APP, 10 respondents equal to 19.2% were uncertain, 15 respondents equal to 28.8% disagreed with the statement, 9 respondents equal to 17.3% strongly disagreed with the statement while the rest of 4 respondents equal to 7.7% did not answer this question.

Table 4.13: Review of the plan after it has been approved by authority

Response	Frequency	Percent
Strongly agree	7	13.5
Agree	7	13.5
Uncertain	10	19.2
Disagree	15	28.8
Strongly disagree	9	17.3
N/A	4	7.7
Total	52	100.0

Source: Field data (2018)

These results imply that majority of workers from NTC do not get a chance to review their plan after they submit to PMU for approval. Due to that this lead for the organization sometimes to have emergency purchases and lead to increase of cost in operation as the result value for money do not archived in NTC.

iii. Submission of APP to PPRA

In this part, researcher aimed at assessing if the organization submits their APP to PPRA after it has being approved by Authority. This question was addressed to respondents from PMU and the following were revealed; Due to that this organ is the one which is accountable for submitting the APP to PPRA.

6 (100%) respondents from PMU departments said YES, that means they submit the APP to PPRA after it has being approved by authority. As it is being observed in the table 4.14 below;

Table 4. 14: Submission of APP to PPRA

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	6	100.0	100.0	100.0

Source: Field data (2018)

This findings indicates that Njombe town council follows the procedures needed to be done by any public organization in procurement related matters, as it gives the chance to PPRA to monitor their procurement plan if are well followed during implementation, as to obtain valued for money in procurement.

4.4 Determination of the factors for Annual procurement plan Preparation

The objective number two sought to determine the factors affecting preparation of annual procurement plan as follows;

4.4.1 Analytical results of factors for preparation of Annual procurement Plan at NTC

The model summary presented in Table 4.15 shows the linear regression results on the factors affecting effective preparation of APP at NTC. The regression equation was used to determine to what extent these factors affecting the effective preparation of APP at NTC.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.929 ^a	.862	.847	1.08150

- a. Predictors: (Constant), Total Support from Top Authorities, Total Procurement forecasting, Total Skilled and Competent personnel, Total APP templates, Total Cooperation

Table 4.15: Regression Analysis results for sampled NTC members

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-2.351	.787		-2.988	.004
Total Skilled and Competent personnel	.252	.106	.222	2.370	.022*
Total Cooperation	.377	.147	.313	2.557	.014*
Total APP templates	.269	.124	.232	2.179	.034*
Total Procurement forecasting	.220	.098	.162	2.245	.030*
Total Support from Top Authorities	.138	.141	.127	.977	.334

a. Dependent Variable: Total APP preparation

Source: Field data (2018)

Note; the stated value (*) is statistically significant at 5% significance level and $A-R^2 = 84.7\%$.

From the data analysed in the study shows that 84.7% of the independent variables predicted are explained by the model and only 15.3% is explained by other variables and this is due to the Adjusted R-square 0.847. From the table above showed that out of five independent variables, four independent variables have positive influence on the effectiveness of preparation of APP by a statistical significant level less than 5%. Both skilled and competent personnel, cooperation within organization, APP templates and procurement forecasting have positive influence towards preparation of APP. But from the analysis, cooperation within organization seemed to have highly significant to effectiveness of APP than other variables due to its lower significant variable of (P-value) 0.014. Gujarat (1992) said that the coefficient values measure the expected change in dependent variable for a unit change in each independent variable, all other independent variables being equal.

Therefore it's true that effective preparation of APP is affected by the above mentioned. While Support from top authority with statistical significant value of 0.334 seemed to be greater than 0.05 (p-value) is not sig. therefore this variable has little or no influence on the effectiveness of preparation of APP at NTC.

4.4.1.1 Skilled and competent personnel

The findings indicated that the skilled and competent personnel had a positive influence on the effectiveness of the preparation of APP and was statistical significant of 0.022 which is less than (p-value 0.05). This implies that the staff within NTC do not attend training and do not have an experience for APP preparation hence that leads to poor prepared APP.

4.4.1.2 Cooperation

The cooperation between staffs within NTC had highly significant towards effectiveness of APP preparation by p-value of 0.014. This results show that there is poor cooperation between members at NTC, hence due to that they fail in better preparation of APP

Also the interview with one of the NTC staff on the aspect of cooperation between users within the organization revealed the following;

“ It takes us a lot of time to make follow up on the user departments in order to get their budget for the coming financial year, and this sometimes make us as the PMU to fail to prepare the good plan and hence sometimes results to the emergency purchases after the approval of the plan ”

Another respondent from user department who was interviewed said the following:

“Sometimes i need assistance from PMU on how should i prepare my procurement plan for my department but unfortunately I don't get any help from them, that makes me fail to prepare my plan”

4.4.1.3 Support from top authorities

The support from top authorities had no influence on the effectiveness of APP preparation and was statistical insignificant of p-value 0.334 which is greater than p-value 0.05. This implies that the top authorities within NTC support the organization on the issues related to the APP preparation.

4.4.1.4 The APP templates given by PPRA

The findings from the study revealed that there was a positive effect between APP templates and the effectiveness of APP preparation by a statistical significant of p-value 0.034. These results imply that those documents which are provided by PPRA affect the preparation of APP to NTC such as terms which are in APP templates are not well known by all users for APP preparation hence it becomes difficult for them to prepare better APP.

4.4.1.5 Procurement forecasting

The findings indicated that the procurement forecasting of another financial year had statistical significant by p-value of 0.03 to the effectiveness of preparation of APP. This result implies that the NTC had having emergency purchases due to other needs of users to be excluded in APP, and that is the mark of poor prepared APP.

During an interview with one of the PMU staff the following were revealed:

“Most of the departments within the organization fails to foresee their needs for the next financial year that’s why during implementation of APP a lot of emergency purchases tend to occur which reflects that the procurement plan prepared did not match the need of users

4.5 Determination for Factors affecting Annual procurement plan Implementation

The objective number three sought to determine the factors affecting implementation of annual procurement plan as follows.

4.5.1 Analytical results for factors affecting implementation of APP at NTC

The model summary presented in Table 4.16 shows the linear regression results on the factors affecting effective implementation of APP at NTC. The regression equation was used to determine to what extent these factors affecting the effective preparation of APP at NTC.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771 ^a	.594	.540	1.68250

a. Predictors: (Constant), Total Suppliers Total Political intervention, Total Ethics, Total Procurement procedures, Total Fund, Total Economic Change

Table 4.16: Regression Analysis results for sampled NTC members

Variables	Unstandardized Coefficients		Standardized Coefficients	t-values	Sig.
	B	Std. Error	Beta		
(Constant)	3.424	1.248		2.743	.009
Total Fund	.613	.173	.628	3.541	.001*
Total Procurement procedures	.535	.169	.537	3.167	.003*
Total Ethics	.094	.170	.089	.557	.580
Total Economic Change	-.486	.231	-.410	-2.109	.041*
Total Political intervention	-.472	.221	-.412	-2.136	.038*
Total Suppliers	.294	.222	.251	1.323	.192

a. Dependent Variable: Total APP Implementation

Source: Field data (2018)

Note; the stated value (*) is statistically significant at 5% significance level and $A-R^2 = 54\%$

From the data analysed in the study shows that 54% of the factors predicted are explained by the model and 46% is explained by other factors and this is due to the Adjusted R-square 0.54. From the table above showed that out of six independent variables, four independent variables have positive influence on the effectiveness of implementation of APP by a significance level less than 5%. The variables such as

fund, procurement procedures, economic change and political intervention have an influence towards implementation of APP, But ethics and suppliers/contactors seemed to have no significant to effectiveness of APP implementation. Also from the analysis fund (variable) seemed to have highly influence towards implementation of APP with a sig. value of (p-value) 0.001 than other variables.

While ethics with sig. value of 0.58 seemed to be greater than 0.05 (p-value) is not sig. there for this variables has little or no influence on the effectiveness of preparation of APP than other variables at NTC.

4.5.1.1 Procurement procedures.

From the quantitative data from table 4.16 showed that procurement procedures statistical significant influence towards effective implementation of APP by p- value 0.003. This implies that prolonged procurement procedures lead to failure in implementation of APP. Sometimes there are needs which must be fulfilled without following the required procedures. For instance one of respondents from NTC said that;

“Sometimes our department fail to get required needs as we order in the plan due to absence of expected suppliers although other suppliers are available and this always happen to commonly used items which we must order from suppliers who are registered by GPSA”.

4.5.1.2 Fund

From the findings above from table 4.16 it was revealed that, fund had a statistical significant towards implementation of APP by p-value 0.001. This implies that due to a little fund which is being provided to NTC that results to failure in implementation of APP.

This quantitative data is being supported by the interview which the researcher conducted with one of the respondents from NTC who explained that;

“Our department do not always get what we have ordered in terms of quantity and when we ask to PMU department they reply that the organization do not have enough fund to accommodate the whole plan hence we are supposed to reduce some items which we need in order to support the daily operations of the organization”.

4.5.1.3 Economic Change

Economic change which happens in the country is statistical significant on the effective implementation of APP at NTC by p-value 0.041. This implies that the organization fails to implement better the prepared APP due to alternations of the economy of the country.

For instance, one of the respondents from the interview said that the high level of economic change affects the implementation of APP by saying: *“The fuel market fluctuates time to time, this situation affects our plan for instance we may under estimate the budget but at a time of implementation the plan can fail.”*

Not only that respondent also another respondent's from PMU department argued that: *“The high level of tax which is charged now days to the suppliers affects much the price of the items which we are supposed to buy to them hence that lead us not to follow the procurement plan which we prepared.”*

4.5.1.4 Political intervention

Political interference on procurement matters at NTC had a statistically significant on the implementation of APP by a p-value of 0.038. This result implies that the organization fails in implementing there APP due to intervention between them and political leaders.

In one of the in depth interviews with one of the respondents from PMU department on how political factor interfere APP. The respondent had the following remark: *“Most of political leaders interfere the budget of the council, and this mostly occurs when there is emergency activity which is supposed to be done by them”.*

4.5.1.5 Suppliers

The findings from the study revealed that suppliers had no any influence towards implementation of APP and was statistically insignificant by p-value 0.192.

This implies that within NTC there are a lot of potential suppliers hence the failure on APP implementation does not due to them.

And the following remarks were given by one of the respondent: *There are a huge number of suppliers within our council, but most of them are not ready to work with the council as it is difficult for them to adhere to government procurement procedures and principles.*”

4.5.1.6 Ethics between procurement actors

The researcher sought to find out to what extent ethics affects the implementation of APP. The findings from the study revealed that ethics had no influence on implementation of APP at NTC with statistical insignificant of p-value 0.58. This results imply that there was integrity and trust between the procurement actors also the issue of corruption, bid collusion were not been practised at NTC.

4.6 The measures that have to be taken to enhance better implementation of Annual procurement plan

The fourth objectives of the study were to identify measures to be taken by the organization so as to enhance better implementation of Annual procurement plan. To archive this objective the established questionnaires and interview guide were administered to 56 respondents in the study area. The question was asked to all respondents and the research findings revealed that 5 measures were found to be common.

The findings from table 4.17 revealed that majority of respondents about 50 equal to 96.2% said that enough fund should be released early in the organization and that can help them to implement the Annual procurement plan as required. 35 respondents

equal to 67.3% said that the PMU should establish good supplier-buyer relationship so that at the time when the organization does not have fund or there is economic changes they should be able to access services to the suppliers in order to implement APP. Likewise majority of respondents about 40 respondents equal to 76.9% argued that the reduction of the procurement procedures would also assist in obtaining the services or goods at the right time with the right price hence in archiving the value for money in procurement matters.

Also the findings revealed that 43 respondents equal to 82.7% said that political leaders and top management should not interfere the procurement plan for the council and that can lead to the achievement of APP implementation. And also about 45 respondents equal to 86.5% argued that the training and workshops should be conducted to key players of procurement within the organization so as they can have knowledge and skills which could help them to implement better APP.

To support that answer, the researcher conducted and interview with one of the respondents from PMU department and the following were the remarks:

“There is rapid change and improvement of science and technology in every aspect procurement included; therefore it’s better for organs such as PPRA, PSPTB to come for us to conduct some of seminars, workshop which can help us to archive goals as being stipulated with everyone in the organization”.

Table 4.17: Measures for better implementation of Annul procurement plan at NTC

Measures	Frequency	Percentage	Total
Early release of adequate fund according to the budget	50	96.2%	52
Establishing buyer-supplier relationship	35	67.3%	52
Reduction of some of procurement procedures.	40	76.9%	52
Political leaders and top management should not interfere procurement matters	43	82.7%	52
Training to procurement actors	45	86.5%	52

Source: Field data (2018)

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Introduction

The purpose of the study was to identify the challenges facing preparation and implementation of Annual procurement plan at Njombe town council. This chapter gives the discussion and arguments on the findings which presented and interpreted on chapter four based on the specific objectives of the study.

5.2 Assessment of Procedures used in Preparing Annual procurement plan

The researcher used the following procedures as the standard procedures for preparation of APP for all public organization to assess if NTC follows these procedures; notification to the user for preparing their requirements, submission of requirements to PMU, proper aggregation and packaging of requirements at NTC, proper arrangement of Tender board committee meetings, configuration and approval of APP and lastly publication and review of the APP.

The study identified that, NTC follows effectively only four procedures which are they notify the users for preparing their requirements, they properly aggregate and package the requirements needed in APP, they arrange properly tender board meetings and also there is configuration and approval of APP by the budget approval authority. These findings are in line with of that of Katimo (2015) in his study of factors hindering preparation of APP at Medical stores department who identified that MSD followed effectively those procedures during the preparation of APP.

However, the findings from the study revealed that submission of requirements on time to PMU for preparation of APP is not much effectively, where by majority of respondents argued that they do not get enough time to prepare their requirements henceforth when the time for submission reach they fail to submit the requirements. These findings support the findings of Mapande (2005) who argued that there is no

effective prepared APP due to lack of information from users at Ilala Municipal council.

The lastly procedure for preparation of APP which is publication and review of APP, the researcher asked three questions so as to get the accurate answers for the objective, the results revealed that the organization submit the approved APP to PPRA and also publish the GPN to the required areas where by that gives a room for potential bidders to look for opportunities which are available at the council. These results concur that of Lema (2013) who said that Meru district council also submit and publish their APP to the PPRA.

Moreover the findings revealed that users are not getting a chance to review their requirements after the plan has been approved by the authority. This step is much important for the users in the organization due to that it gives them a chance to know if their stated requirements are all approved for the implementation. Therefore failure in following of this steps results to have more emergency cases during implementation of APP and that results to have poor prepared APP.

5.3 Factors affecting preparation of Annual procurement plan at Njombe Town council

Findings on the factors affecting preparation of annual procurement plan at NTC. The researcher revealed that the factors which were been constructed in the conceptual frame work from different literature reviews are not all affecting the preparation of APP at NTC as follows,

The data collected revealed that skilled and competent personnel had a significant effect on the preparation of Annual procurement plan at NTC, that lack of skilled and competent personnel lead to poor preparation of APP. These findings from questionnaires are supported by those of conducted interviews where by one of the respondent argued that:

“Trainings are not always given to PMU staff for them to gain new knowledge about how to prepare and implement APP”

This results related to those of John & Atambo (2016) who pointed out that the organization without having the staffs with competent knowledge and skills ,will lead to failure in preparing and implementing better procurement plan.

The study also indicated that cooperation within NTC had a significant effect on the preparation of APP. That means due inadequate cooperation within the organization that lead for them to have poor prepared APP. This finding is related to that of Sandy (2013) who argued that the late request from user departments affect the preparation of APP in the organization. Furthermore the study revealed that some users are not submitting their request on time to the PMU department hence that lead for the department to fail to prepare better procurement plan for NTC.

Moreover the research findings revealed that APP template is statistical significant related to the preparation of APP. That means those templates affect the preparation of APP at NTC due to that user departments are not aware with APP templates which are given by PPRA and that cause for them to have difficult in the preparation of APP. These findings are supported by that of Lema (2009) who noted that procurement plan is very important to many organizations thus it needs close cooperation between user department, PMU and top managements in general as it act as a road map to all procurements within the organization. So failure of understanding of user departments in APP templates leads to fail in preparing better APP.

Irrelevant and mere forecasting on procurement of another year had statistical significant towards preparation of APP. The results from the findings revealed that users are not forecasting their needs well hence that results of having emergency purchases after the plan being prepared. These findings are supported by the previous study by Katimo (2013)whose findings showed that as poor forecasting of the procurement at MSD at Dar es salaam affect preparation of APP.

However the study failed to show significant influence of the support from top management and preparation of APP as the p -value was greater than 0.05. The findings are opposing to those of Ogubala & Kiarie (2014) who argued that lack of management support affect much procurement plan in county governments in Kenya. Therefore it was found that the top leaders do not interfere the preparation of APP at NTC and they support the preparation of APP.

Therefore the suggestions are being provided by the researcher that further research should be done to determine the influence of top management on the preparation of APP.

5.4 Factors affecting implementation of Annual procurement plan at Njombe Town council

Findings on the factors affecting implementation of APP indicates that some of the factors which demonstrated by the researcher in conceptual frame work from literature reviews affect implementation of APP.

It was revealed that procurement procedures within NTC was statistically significant on the implementation of APP. That means prolonged procurement procedures which are being conducted within the organization affects implementation of APP. This findings support the findings of Majinge (2010) who found that majority of respondents argued that the prolonged process of procurement affects the implementation of APP.

From the interview conducted to the respondents, majority of them agreed that the processes which are being done up to the implementation of APP affects much the implementation of APP, since the process of supplier selection, evaluation of the bids, awarding of contract up to the managing the contracts takes too much time hence the implementation of APP may not be effective.

Also the study findings revealed that fund which is released by authority is statistical significant towards implementation of APP. That implies fund which is provided in the given financial year so as to implement the given APP, lead to some of the plans to not be implemented. The results are similarly to that of Mafuru (2007) who argued that it is impossible for the organization to implement the plan without having enough budgets. Moreover the study conducted by Lema (2013) concurs with the findings from this study where by majority of respondents mentioned that delay of fund from central government and other sources also affects the implementation of APP at Meru District Council.

Also the data analysed revealed that economic changes which happens now days in our country is significant influence the implementation of Annual procurement plan at NTC. The result from interview indicates that high level of tax which is charged to suppliers affects the purchasing power of the organization. These findings are similar to those of Oginda (2013) who also emphasized on the aspects of uncontrollable factors such as economic alteration on the implementation of APP.

Furthermore it was revealed that political intervention in procurement related matters can affect the implementation of APP. that is due to a statistical significant of p-value less than 0.05 Additionally continuously order from political leaders to PMU was revealed to be major constraints towards implementing the planned APP. Thus much focus should be given to this as that can help the organization to archive VfM in procurement.

The study findings show that there was no statistical significant between suppliers and the implementation of APP due to p-value to be greater than 0.05. This results imply that there a lot of suppliers within the council hence the failure in implementation for APP does not due to lack of potential suppliers.

In order to implement better APP, ethics must be applied by the procurement actors. From the study findings revealed that there was no statistical significant between ethics and implementation of APP at NTC. That implies procurement actors were

acting at good faith, integrity and honest and issues such as corruption, bid collusion were not been practiced at NTC. The findings contrary with Asenga (2014) on Challenges facing public institutions in the procurement planning process at Mpwapwa town council who found that lack of trust and integrity affects implementation of APP.

Asenga identifies that, issues such as corruption, bid collusion and bribery affects much implementation of APP.

Therefore the researcher suggested that further research should be conducted on testing the influence of ethics on APP implementation to come up with other significant association on these variables.

5.5 Measures that have to be taken to enhance better implementation of Annual procurement plan.

From the findings majority of respondents mentioned at least one or more measures which must be taken by NTC in order to implement better APP. The findings revealed that various organizational measures were given much priority than the personal measures .Organizational measures which have been revealed by the respondents are such as early release adequate fund, there should be no intervention of political leaders and top managers in procurement matter and also training should be given to procurement actors and also reduction or revising of the procurement procedures within the organization. While Personal measure which have been analysed by respondents are such as there should be establishment of buyer-supplier relationship.

About 96.2% of respondents argued that the fund which is been released in the organization is not adequate for the APP implementation, hence the organization should make sure that it provides enough fund for the APP implementation within NTC. This measure is related to that of Katimo (2013) who pointed out that fund is core key in the implementation of APP within any organization and delay of fund will results to failure in the implementation of APP.

Moreover other respondents about 67.3% explained that whereby there is buyer – supplier relationship that will result to better implementation of APP. The issue of relationship between buyers and suppliers will result also to price discount and also and that will have an impact on implementation of APP at NTC.

Additionally, when there is no intervention of political leaders and top managers on procurement matters, the better implementation of APP will be archived, this measure have been argued by 82.7% of all respondents in the study. Moreover the findings is in line of the study of Lema (2013) on factors affecting implementation of APP at Meru district council, where by respondents argued that the political intervention affects much the implementation of APP.

Also about 82.7%of respondents argued that the procurement procedures which are being adopted within the organization should be revised or some steps should be cancelled where necessary and that would lead to improve better APP implementation and lead to archive the value for money. These results concur of those of Majinge (2010) whereby respondents argued that for better implementation of APP, the government should revise the standard procurement procedures.

Another solution as described by 86.5% of respondents is that the training and workshops should be provided to the employees in the organization about how to implement better APP. Employees fail to practice APP because some of employees do not have knowledge on how to prepare and implement the APP. They just work through experience in accomplishing different activities concerning procurement. Therefore training should be provided to different workers in the organization as that will help them to archive better implementation of APP.

CHAPTER SIX

SUMMARY, CONCLUSION AND POLICY IMPLICATION

6.1 Introduction

This chapter aims at providing summary of the study findings; making conclusion and recommendation about the general objective of the study. Also this chapter shows the limitation of the study and provides a way to areas for further research.

6.2 Summary of the study findings

The overall objective of the study was to identify the challenges facing effectiveness of preparation and implementation of Annual procurement plan. Specifically the study assessed the process used by organization in APP preparation if are well followed, factors affecting preparation of APP, factors affecting implementation of APP and also the measures which should be taken by the organization to enhance better implementation of APP.

The researcher employed cross sectional design with the sample size of 56 respondents comprising with 6 respondents from PMU departments, 10 respondents who are head of different departments, 4 respondents who were suppliers and the rest of 36 respondents who are user departments were selected by using simple random techniques and purposive sampling techniques. The data for this study were collected by using questionnaire and interview from Njombe town council and the data collected were analysed both qualitatively and quantitatively.

Findings from the study revealed that, NTC follows effectively four procedures for preparation of APP which are notification to users for preparing their requirements, proper aggregation and packaging of requirements, proper arrangement of tender board committee meetings and Configuration and approval of Annual procurement plan.

While two procedures which are submission of users requirements and Publication and review of the Annual procurement plan are not followed effectively hence results to ineffective prepared APP. And also the study identified the factor that affects the preparation and implementation of Annual procurement plan. Among the factors affecting preparation of APP are skilled and competent personnel, APP templates from PPRA, cooperation from user departments, and forecasting on procurement of another year. And the factors which affecting implementation of APP are such as fund, procurement actors, political intervention in procurement issues, economic alteration and procurement procedures while ethics and suppliers are not significant to the implementation of APP at NTC.

Nevertheless the study identified some of the measures which should be taken in order to enhance better implementation of APP which some of them includes early release of enough fund, avoidance of interference from political leaders, training to procurement actors, reduction of the procurement procedures and building of buyer and supplier relationship.

6.3 Conclusion

6.3.1 Standard procedures for APP preparation

Based on the research findings the study concluded that, two procedures which are submission of user's requirements to PMU and publication and review of APP are not followed effectively by NTC and that's results for them to have poor prepared APP.

6.3.2 Preparation factors

The study also found that skilled and competent personnel, APP templates, cooperation and procurement forecasting are key factors that affect the preparation of APP at NTC. While the support from top authority was revealed to be insignificant towards preparation of APP.

6.3.3 Implementation factors

The researcher also found that Fund, economic change, political intervention and procurement procedures were statistical significant towards implementation of APP that means these factors affecting much the implementation of APP at NTC. While ethics between procurement actors and suppliers were the factors which do not affect the implementation of APP at NTC.

6.3.4 Measures

Also from the study concluded that for effective implementation of APP, enough funds should be released to NTC, there should be no political intervention and also the supplier –buyer relationship should be established together with training to staffs.

The research findings from this study conclude that successful implementation of APP depends much on the well prepared APP. Failure in preparing well APP brings also failure in implementing APP. That is why it was worth for the study to be conducted in one of the LGAs as that can bring the bright future for different LGAs in Tanzania to prepare and implement better APP if those solutions which have been suggested by different respondents could be followed.

Therefore execution of procurement activities within Njombe town council will remain to be tragedy every time if they do not consider those factors in preparing and implementing APP.

6.4 Policy Implication

There is policy implication on the research findings of this study. For instance the policy makers such as government should take a fund as a major factor for better implementation of APP. Also Public procurement regulatory authority should improve the APP templates which are used in preparation of Annual procurement plan in public organization so that they should be clear for all members in any public organization.

6.5 Recommendations

The researcher managed to come up with the recommendations for Njombe town council from the study findings as follows:

- 1) User departments should make sure that they submit their requirements within a time to PMU for better preparation of APP which covers all the necessary requirements at NTC
- 2) For better implementation of APP, users are supposed to pass through the approved APP to know whether their needs are being recognised before the implementation of APP.
- 3) Preparation of Annual procurement plan should involve all parties within the organization and the cooperation within departments should be bridge for better preparation of APP.
- 4) Different trainings and workshops concerning APP should be conducted to the employees at NTC so that they could be familiar on how to prepare and implement well APP.
- 5) There should be no intervention between PMU and other departments in their responsibilities, which means the work which is supposed to be done by PMU should be left to them, and political leader should not interfere professional activities.
- 6) There should be a good relationship between the organization and suppliers for better archiving value for money in APP implementation
- 7) Motivation should be given to PMU departments so that they should not be influenced to act in the manner that they affect preparation and implementation of APP.
- 8) Also the researcher recommends that the organization should adhere with the PPA No. 7 of 2011 and its regulations of 2013 in order to prepare and implement better APP.

6.6 Limitation of the study and suggestions for further research

This study was confined in Njombe town council, therefore it is limited in this organization and generalization possibility is low and the findings may not reflect to other LGAs in the aspect of challenges facing preparation and implementation of APP. Hence further studies can be conducted to capture more challenges facing preparation and implementation of APP in LGAs and public-private organization with a larger number of sample sizes so as to increase possibility of generalization of findings.

Therefore the research call upon for all interested researchers in this important interesting area in Tanzania to assess the challenges facing the private and public organizations in preparing and implementing their procurement plan.

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APPENDICES

APPENDIX I

Questionnaire for NTC respondents

Dear Respondent,

My name is Heradi Bryson a master's degree of science in Procurement and Supply Chain Management (Msc. PSCM) student from Mzumbe University. I am currently doing a research on "*The Challenges facing preparation and implementation of Annual procurement plan*" at Njombe Town Council. Please fill free to fill this questionnaire and i request you to answer the following questions and all information will remain confidential and be used for academic purpose of this research only .Your contribution in this study will be greatly appreciated.

For any concern regarding this questionnaire, please contact me through the address below;

Phone number: 0766-112296

PART I: RESPONDENT BACKGROUND INFORMATION

Instructions

Please tick appropriately in the box (✓) corresponding to your choice for closed ended questions and fill the blank in the space provided for open ended questions

- 1 .Gender (a) female () (b) Male ()
- 2 Age (a) 21-30 years () (b) 31-40 years () (c) 41-50 years ()
(d) Above 51 years ()
- 3 What is your academic qualification?
(a) certificate () (b) Diploma ()
(c) Bachelor degree/Advanced diploma () (d) Masters and above ()

4 Indicate your working experience

- (a) 0-5 years () (b) 6-10 years () (c) 11-15 years ()
 (d) 16-20 years () (e) Above 21 years ()

5 What is your current position in this organization?

PART II: SPECIFIC OBJECTIVE 1: Assessing the procurement procedures used in the preparation of Annual procurement plan

Below are the procedures used in Annual procurement plan preparation. Please put a tick (✓) to the appropriate answer

NO.	Procedures for APP preparation	Response					
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
6	Organization notify users to prepare their requirements						
7	Users submit their requirements to PMU						
8	There is proper aggregation and packaging of requirements at NTC						
9	There is proper arrangement of Tender board committee meetings						
10	There is configuration and approval of APP by Budget approval authority						
11	The organization publish the GPN to the required procurement journals and tender portal						
12	I get a chance to review the plan after it has been approved by authority.						

13. Do you submit all of your requirements to the PMU on time?

- (a) Yes (b) No (c) N/A ()

If NO, explain the reason

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PART III: SPECIFIC OBJECTIVE 2.

16.Determining the factors affecting preparation of annual procurement plan

To what extent do you agree or disagree with the following statements Put the tick mark to the most appropriate answer to each item to indicate your level of agreement

<i>Factors affecting preparation of Annual procurement plan</i>	<i>Strongly agree (1)</i>	<i>Agree (2)</i>	<i>Neutral (3)</i>	<i>Disagree (4)</i>	<i>Strongly disagree (5)</i>
1.Skilled and competent personnel					
(a) Staffs within the organization have no experience in APP preparation					
(b)Staffs within the organization are not well educated					
(c)Staffs within the organization do not participate in different trainings concerning APP preparation					
<u>2.</u> Cooperation within NTC					
a) Needs of my departments are not being submitted to PMU at the right time					
(b) There is no a good link between PMU and other departments					
(c) Suppliers are not being involved in APP preparation					
3.APP templates					
(a) The language which is used in APP templates is not favourable for APP preparation					
(b) Terms which are in APP templates are not known by all users for APP preparation					
(c) Always APP templates are not prepared by competent personnel					
<u>4.</u> Procurement forecasting					
a) All needs of the department are not always in the prepared APP					
(b) there is always emergency procurement after the APP being prepared					
(c) The forecasted procurement for another year affects preparation of APP					

5.Support from Top authorities					
(a) Senior leaders are not responsible in providing facilities for preparation of APP					
(b) There is no influence of top leader in APP preparation					
(c) Decisions of top leaders affects preparation of APP					

17. What do you think are other factors affecting preparation of APP?

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PART IV: SPECIFIC OBJECTIVE 3

18. Determining the factors affecting implementation of annual procurement plan

To what extent do you agree or disagree with the following statements Put the tick mark to the most appropriate answer to each item to indicate your level of agreement

<i>Factors affecting implementation of Annual procurement plan</i>	<i>Strongly agree (1)</i>	<i>Agree (2)</i>	<i>Neutral (3)</i>	<i>Disagree (4)</i>	<i>Strongly disagree (5)</i>
1.Fund					
(a) The organization has no enough fund to implement APP					
(b)Fund is not being release on time for better implementation of APP					
(c)Always all needs of departments are not being fulfilled as being stated as APP					
<u>2</u> . Procurement procedures					
a) Needs are not being fulfilled on time to User departments					

(b) The evaluation of bids up to award of contract takes a lot of time hence affects implementation of APP					
(c) Contract managements is poor that's results to poor APP implementation					
3.Ethics					
(b) Procurement actors are not honest					
(b) Procurement actors have no high level of integrity					
(c) there is bureaucracy and corruption during implementation of APP					
4. Economic change					
a) The level of tax in country affects implementation of APP					
(b) Inflation rate affects the implementation of APP					
(c) The market situation in the country affects the implementation of APP					
5. Political intervention					
a) Political leaders are interfering the implementation of APP					
(b) Decision of other political leaders affects the implementation of APP					
(c) Unplanned events of the governments affects the implementation of APP					
6. Suppliers					
a) There are no potential suppliers to implement better APP					
(b) There is no timely payment to suppliers hence affects implementation of APP					
(c) Always contractors are performing their works at high standard quality					

19. What do you think are other factors affecting implementation of APP?

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PART V.EFFECTIVE PREPARATIONOF ANNUALPROCUREMENT PLAN

Please indicate your level of agreement or disagreement that describes best of your opinion by put a tick mark [✓] on the following statement

<i>The prepared APP at NTC</i>	<i>Strongly agree (1)</i>	<i>Agree (2)</i>	<i>Neutral (3)</i>	<i>Disagree (4)</i>	<i>Strongly disagree (5)</i>
(a) The APP is not being prepared at the right time					
(b) Each need of user departments is not being obtained through the Right source					
(c) The right quantity of each needs from user departments is not prepared APP					

PART VI.EFFECTIVE IMPLEMENTATIONOF ANNUALPROCUREMENT PLAN

Please indicate your level of agreement or disagreement that describes best of your opinion by put a tick mark [✓] on the following statement

<i>The implemented APP at NTC</i>	<i>Strongly agree (1)</i>	<i>Agree (2)</i>	<i>Neutral (3)</i>	<i>Disagree (4)</i>	<i>Strongly disagree (5)</i>
(a) The right quality of goods and services are being obtained through implementing APP					
(b) The goods are being available to the users at the right time					
(c) the goods are being available at the right price to the users					

PART VII: SPECIFIC OBJECTIVE 4:

Identifying ways to be used in order to enhance better implementation of APP

20. What do you think are the solutions to improve implementation of Annual procurement Plan at Njombe Town Council?

- i.
- ii.
- iii.
- iv.
- v.

THANK YOU VERY MUCH FOR YOUR COOPERATION

APPENDIX II

INTERVIEW GUIDE

1. What is the meaning of Annual Procurement Plan?
2. Are you aware of the Annual procurement plan preparation process? If yes
.How is Annual procurement plan prepared in your organization?
3. What do you think are the factors which hinder preparation of Annual procurement plan?
4. How do those factors affect preparation of APP?
5. And What are factors which affecting the implementation of Annual procurement plan in your organization
6. How do those factors affects implementation of APP at your organization
7. Finally, what do you think are the solutions to be taken in order to improve the implementation of Annual procurement plan in your organization