

**CHALLENGES AFFECTING PROCUREMENT PROCESSES IN
PUBLIC ORGANISATIONS IN TANZANIA: THE CASE STUDY OF
PARASTATAL PENSIONS FUND-HEAD QUARTERS-DAR ES SALAAM**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF PROJECT
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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for the acceptance by the Open University of Tanzania a dissertation titled; "**Challenges Affecting Procurement Processes in Public Organisations in Tanzania: The Case Study of Parastatal Pensions Fund-Head Quarters- Dar es Salaam**" in partial fulfillment of the requirements for the degree of Master of Project Management (MPM) of the Open University of Tanzania.

.....

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.....

Date

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DECLARATION

I, **Sebastian Simon Ivambi**, do hereby declare that this dissertation is my own original findings and it has not been submitted to any other institute of higher learning for academic or professional award.

DEDICATION

This work is dedicated to my lovely family members, my wife Mrs. Prisca Kasalama Ivambi, my beloved Sons, Louis Ivambi and Hans Ivambi for their Love, endurance and patience for the whole period of my study. Their prayers and well wishes have lead to the success of this work. Besides, this work is also dedicated to my Parents Simon Ivambi and Rose Stephen who have passed away on 2001 and 2009, May God rest their souls in eternal peace, Amen.

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ABSTRACT

The aim of this study was to analyze challenges affecting procurement processes for Parastatal Organizations, the case of PPF Pension Funds. The objective of the study was to investigate factors affecting procurement processes for Parastatal Organizations with specific focus to PPF Pension Funds Head Quarters' in Samora/Morogoro Road, Ilala District in Dar es Salaam. The cross-sectional survey study was conducted whereby data were obtained through questionnaires administered to 45 respondents and involved a sample size of 50%. The study focused on PMU senior offices, junior officers and other supportive staffs/End user for the department. Data on various social demographic and work related characteristics were collected and analyzed. Data were analyzed in two ways, one using content analysis from qualitative information, which were given by participants and the other way by quantitative analysis for quantitative data such as age, sex and employment duration in years. Through the study, factors, which were found to be directly affecting procurement process were lack of knowledge in ICT use against E-procurement (79%), lack of record keeping (64%) and lack of regular training on procurement (72%). The study conclude that Procurement process is still a problem in most public and non-public organization in Tanzania. Further efforts in solving problems associated with procurement process in our institutions should focus on regular training, on how to keep records and ensuring staffs are aware with ICT use/E-procurement. Strategies for minimizing factors affecting procurements should include improving ethical issues, ICT competences and enhancing facilities and skills for the modern record keeping.

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LIST OF ABBREVIATIONS

CAG	Controller and Auditor General
CTB	Central Tender Board
FIDIC	International Federation of Consulting Engineers
GN	Government Notice
GNP	Gross National Product
GPSA	Government Procurement Services Agency
ICT	Information and Communication Technology
ISO	International organization for standard
PE	Procuring Entity
PMU	Procurement Management Unit
PPF	Parastatal Pension Funds
PPRA	Public Procurement Regulatory Authority

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Procurements processes entail various functions move far beyond traditional perception that procurement main role is acquiring works or services from outside sources for replenishing organization needs. Mlinga (2007), describe procurements as activity of assessing, buying of works, goods and service. According to Nditi (2014), Public procurement expenditure is the largest volume of expenditure in the annual development budget for Tanzania as about 75% of its budget during the particular financial year is spends in public procurements.

The public procurement processes for Public organizations in Tanzania has undergone various reforms back as 1970's to earlier 2000's whereby Independent Procurement Supervisory Body, The Public Procurement Regulatory Authority [PPRA] was established. Tanzania was operating state owned enterprises referred as Parastatal organizations/Enterprises. These organizations were established under Public Corporation Acts of 1970 whilst some of them were under the Companies Ordinance CAP 212.

In this aspects Public Procurement in Parastatal organizations/ Enterprises before PPRA came into effect were regulated by specific laws established under Parent Ministries, furthermore each Parastatal/Enterprise organization use to disseminate its own procurement regulations. Hence procurement processes challenges and practices used to differ a lot from one organization to another based on operations and

functions of concerned Enterprise. Vividly example of these complications was Central Tender Board as governing entity for procurement for central government and some Parastatal Enterprises whereby its functions was both operational as well as regulatory hence creating conflict of interest during discharging procurements related functions.

Procurement management has become an important area of management particularly in the last few years. Although various studies have been conducted in this phenomenon but researchers still have a desire for exploring much in aspects of procurement processes in regards to Public organizations, this is due to the facts that poor performance has been observed in lieu to procurement practices, despite having good regulations in our country.

Efficiency procurements procedures has become one of the crucial factor for determining organization efficiency as inefficiently procurement procedures not only reducing organization profit margins but also impact on overall success of organizations. In this aspect procurement is considered to be of major strategic importance for organization successfulness, Paulraj et al. (2006). Procurement is amongst the important functions of any government, so as organizations and enterprises. It plays a significant role in organization performance.

According to Calendar and Mathews (2000); it is estimates that the budget allocated. For government procurements for various countries in the world varies from 10% to 30% of their respective GNP. As per PPRA Audit conducted on June 2013, PPF Pension Funds made various procurements transactions of the tune of T.shs 43

billion between April and August 2012; in development country like ours such procurement for a single public enterprise during a period close to quarter of its fiscal year is colossal. The Audit covers tenders in categories of Works, Goods, Non Consultancy and Consultancy Services for the Fiscal Year 2011/2012. These procurements was done as per PPRA regulations, however the Regulatory Body evaluate the overall procurement Processes and award the score as per evaluations criteria, during the assessment various recommendations for improvement was suggested. In normal practice Parastatal organizations abide with PPRA procurement procedures as well as International Procurement standards similar to International Contract Guidelines such as FIDIC Contract, but generally all procurements whether local or internationally are categorically based on three important aspects of price, delivery, and quality.

1.2 Statement of the Research Problem

Procurement Processes plays significant role in facilitating overall success of organization in view of acquiring goods, works or services from outside sources for attaining value for money. Even though Public Procurements has been studied extensively through Smith and Trybus, (Eds 2008) and Casanova, (2013). Impact of challenges affecting these processes in Public organizations has not received much attention, as most of the study focused in central government procurement whereby Government is directly involved through taxpayers monies.

Although procurement processes has been followed as per existing regulations but still there are many challenges to overcome and addressed for improving in this portion. In this phenomenon issues for challenges affecting procurements processes

for Parastatal Organizations in Tanzania has not been addressed much in literature. In view of that, this study was focused to fill the gap with specific attention given to Parastatal Organizations taking PPF Pension Funds Head Quarters' in Dar es Salaam as the case study.

1.3 Objectives of the Study

1.3.1 The General Objective

The general objective of this study is to investigate the factors affecting procurement, Processes for Parastatal Organizations with specific focus to PPF Pension Funds Head Quarters' in Dar es Salaam.

1.3.2 Specific Objectives

The specific objectives of this study are:

- (i) To establish to what extent does procurement methods affects public procurement in Parastatal Organizations in Tanzania.
- (ii) To determine the extent of record keeping and management on who it influences procurement decisions for Parastatal Organizations in Tanzania.
- (iii) To examine the effect of training in procurement expertise for Parastatal Organizations in Tanzania.
- (iv) To determine to what extent does ICT applications and usage affects procurement for Parastatal Organizations in Tanzania.

1.4 Research Questions

The research questions are as stipulated below:-

- (i) How does procurement methods affects public procurement in Parastatal organisations in Tanzania?

- (ii) What is the effect of record keeping and management in regards to procurement conducted at Parastatal Organizations in Tanzania?
- (iii) To what extent does training affects procurement decisions for Parastatal organizations in Tanzania?
- (iv) To what extent does ICT useful influences procurement decisions for Parastatal organizations in Tanzania?

1.5 Significance of the Study

This study was significant in the sense that has to put into perception the effects for public procurement processes for Parastatal organizations in Tanzania, through attaining the purpose the researcher is expecting this study has be of benefit through put into insight the effects for public procurement processes for Parastatal organizations in Tanzania, furthermore through attaining the intending purpose the researcher anticipate this study to be of benefit to the following:

First, to add the current existing knowledge in Public Procurement which contributes to academicians in developing knowledge regarding the effects of procurements processes for Public and Parastatal organizations. The findings of the study also will assist Parastatal and other organizations to utilize the best practices as suggested throughout this study. The findings will ensure work improvements and lead to better incentives and remunerations achieved through better utilization of resources in regards to improving processes for procurement and general organization performance. And finally the findings shall provide useful information's in regards to Regulatory body for Procurement [PPRA] as well as policy makers for the same in

view of taking necessary action to address challenges facing procurement practitioners so as to bring about an easily implementable suggestions in this focused area of the study.

1.6 Scope of the Study

The study involved few selected Parastatal organizations based in Ilala district at Dar es Salaam. The focus of study was to establish factors affecting procurement processes among Parastatal organizations in Tanzania, with PPF Pensions Funds being the main focus of the study. The study was carried out at PPF Pension Funds Head Quarters in Ilala district, Dar es Salaam Region. The envisaged targeted information's was 45 employees of organization.

1.7 Organization of Study

This study has been organized in five chapters. Chapter one entail introduction, background of study, statement of problem, objectives of study, research questions, significant and scope of study. Chapter two covers literature review, chapter three covers research methodology; meanwhile chapter four is envisaged to cover data analysis, presentation and interpretation. Chapter five is specifically for summary of the findings, discussions, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers the following areas: Definitions and terms, Theoretical review, Empirical literature review, Research gap and Theoretical framework. Literature review is the process entail identification, evaluating and presenting pertinent information's from other sources such as journals, magazines and other academics arenas. This chapter comprises critical review of past studies, summary and conceptual framework.

2.2 Definitions of Key Terms

2.2.1 Public Procurement

According to Public procurement Act (2011), Public Procurement is defined as the process whereby government organizations acquire or purchases goods, services or works from outside sources, it involves both national and international level. The process is normally subjected with specific rules, policies and procedures. In regards to decisions made before accomplished of such procurement.

2.2.2 Information and Communication Technology [ICT]

Zuppo (2012), describes ICT as a tool, which is used differently in education including benchmark of digital literacy, economic sector definition and regulations information technology disciplines, socio-economic development, and governance. Information's and communication technology [ICT] has been used in facilities

involved in the processing, analyzing, storing and retrieving of information in regard to procurement processes and other avenues. In procurement processes it has been used in upgrading of the ability of consumers to choose between competing suppliers of product depends mostly on the technology involved in service delivery. The use of information and communication technology has brought about market flexibility for consumers in acquiring services related to procurement related functions.

2.2.3 Value for Money

A Business Dictionary defines Value for money (VFM), as utility derived from every purchases or every sum of money spent, whereby Value for money (VFM) is not only based on the minimum purchase price (economy) but also on maximum efficiency and effectiveness of the purchases involved. Value for money (VFM) aspects in lieu to procurement can be used to evaluate whether or not an organization have acquired the maximum intended benefits from goods, products or services procured, obtained or else acquired against the resources allocated for it.

2.3 Theoretical Literature Review

PPF Pension Funds like any other Parastatal and Public organization has to adhere to PPRA Procurements procedures. Further to the laid down procedures, PPRA use to encourages transparency for both government and general public procurement, the same has significant impact as apart from law enforcement organs, the general public is currently more vigilant and conscious about how the public organizations manage taxpayer's money, and for the case of Parastatal organizations such as PPF Pensions Fund how it oversee member's funds for safeguard their best interests.

2.3.1 Procurement Process

The procurement process in Parastatal organizations start from initiation by end user or concerned department needs thereafter followed by Head of Department/Sections for acknowledging requirements/needs and subsequently channels it to Procurement Managing Unit [PMU] for necessary actions. The entire processes usually under the normal circumstances need to comply with PPRA procedures. The Procurement Unit (PMU) upon received the requisition, work out under laid down procedures and made decision on an appropriate procurement method based on magnitude and circumstance of procurement. The PMU after determining the procurement method, whereby in most cases a competitive bidding process is usually applicable but based on status and facts which are supported with genuine and justifiable evidence or reasons a single sourcing is also applicable as procurement method.

However for whatever selected procurement process, the following are key elements for consideration while conducting procurement: Technical specifications, Quality, Delivery time and in most cases the lowest submitted quote among bidders is determined though it is not a must for overcoming other presented facts and criterions during evaluations process.

Thai (2001), elaborate that the basic principles of good procurement process includes accountability, whereby effectively mechanism must be in place in order to enable procurement entities spend the available resources carefully, knowing clearly that they will account everything to members of the public, competitive supply and all concerned bodies. In this case it is requires procurements to be carried out and involves competitive bidding process, embracing transparency and efficiency in the

system, unless there is convincing reason for outsourcing and consistently, which emphasizes the equal treatment of all bidders irrespective of race, nationality. Practically supplier selection assists organizations identifying, evaluating, and enter into a contract with suppliers for strategic partnership.

For Public and Parastatal organizations in Tanzania so as other developing countries it is an open secret that procurement processes have been marred with inefficiency, shoddy decisions and unethical practices such as corruptions and favoritism. This has been affecting organizations as well as countries progresses.

During conducting the study at PPF Pension Fund the following areas was examined accordingly, The first area of focus is Procurement methods applicable in conducting procurement, Second area of concentration during the study is filling and record keeping for enabling retrieving of needed document for verification of procurement procedures conducted or during the enduring procurement process, Third area of focus is staff/management skills for interpretation of procurement regulations and Acts during conducting procurement, throughout contract implementations and also through observing progress for performance of awarded contacts in regards to the procurement done such and on-going as construction works, procurement of goods, works or service contracts and the last area of focus is ICT related system application/ usage for determining procurements decisions, this is also referred as E-Procurement applications.

2.3.2 Procurement Methods in Parastatal Organizations

Procurement in Parastatal organizations is conducted through a selected method based on circumstances. In practice all Parastatal and public organizations

procurements are conducted as per PPRA Act of 2004 (Section IV) for procuring goods, works, services, non consultants and disposal of public assets by tender. The referred section provides different methods of procurement, the applicable methods includes International competitive tendering, National tendering, restricted tendering and single source procurement. The Procurement Act stipulate regulation under which circumstances should selected method are applicable during procurement.

Procurement method is very important factor for facilitating efficiency procurement as any oversight or mistake done due to non-compliance with existing procurements regulations whilst conducting procurement process shall have a serious repercussion for organization. Procurement method has several functions including, tender/ bid invitation, issuance of tender documents, validations of tender document, evaluation of tender document, approval and award procedures and finally negotiations for selected service provider.

Through analyzing procurement method concerning suppliers are invited for providing quotes as per specifications, quality and other attributes in regards to supply of goods, services or works. Before GPSA come into effect procurement for Parastatals/Public Organizations was not bound for selecting/sourcing procurements through GPSA, however as GPSA come into operation all Parastatal organizations are required to secure quotes through GPSA registered suppliers. GPSA operated under the Executive Agency Act of 2007, As per Public Procurement (PPRA Act Cap 410.) GPSA is mandated to ensure availability of adequate and quality procurement services to the Government and non-Government organizations.

Rafael Leal-Arcas (2007) demonstrates that all public organizations are subjected to open tendering by law so as to prevent fraud, waste, unethical practices or local protectionism. In view of enhancing accountability and transparency each procurement entity must carry out procurement activities as per PPRA regulations. The procurement procedures entail the following independent sections/departments:- End-user [initiator], evaluation committee, Procurement Management Unit [PMU], Tender Board [TB] and concerned Accounting Officer.

Before awarding the tender, evaluations committee for the entity conducts evaluations as per procurements plans for financial year or as per planned procurement and in case should there be an emergency or essential procurement for organization. Though procurement must be planned during fiscal year but emergency procurement use to happen, though it has been discouraged. During evaluations apart from durations for tenders/quotations, other applicable processes as per regulations are followed through for enhancing compliance with existing regulations.

Quantitative approaches are normally used in determining supplier/s for invited tenders whereby scoring model for each criterion are placed and thereafter an aggregate of the score for each supplier/Quotation is determined and ranked accordingly. In some incidents mathematical programming models using linear programming are used as evaluation tool for determining suppliers. Through finalization of evaluation according to selected criteria's model, the recommendation from Evaluations team are channeled to Tender body for approval and thereafter communicate approved decisions to PMU for preparation of all necessary documents for awarding the tender/contract so that the approved procurement decisions are

finally communicated to Accountable officer/s for final approval and endorsement. The above procedures must be followed throughout whereby any omission or non compliance of any of the mentioned procedures in regards to referred independent functions/units is enough to disqualify the entire procurement process as per PPRA, (Section 9 of the Public Procurement Act No.7 of 2011).

2.3.3 Record Keeping in Procurement Functions in Parastatal Organizations

It has been observed that record keeping is one of crucial elements in facilitating efficiency procurement functions. Records keeping either traditional or electronically are essential in view of analyzing previous decision made during evaluation process, awarding or even termination of underperforming or failed awarded tender. Through record keeping lesson learned, good practices as well as mistakes done can be evaluated for future improvements. The previous comparison of tenders, quotations, including evaluations criteria can also be retrieved. Through proper record keeping, the aggrieved part in regards to Procurement decisions made either in the past or recently can be responded accordingly. Record keeping should also entail progress reports for performing tender still in progress, measurement sheets and interim certificates for contracts related procurement.

As per PPRA act 2004 section 56(1), both procuring entity and approving authority shall maintain the record of procurement proceedings in which each is involved, including decisions taken and the reasons for it and such record shall be kept for a period of not less than Five (5) years from the date of completion of the contract and be made available within reasonable time during that period to responsible authorities such as parent minister, anti corruptions/ law enforcement organs, CAG

or any other lawful authorized organs. For large organizations with enormous procurements transactions such as PPF Pension Fund, record keeping is envisaged to be a challenging issue due to huge volume of papers transacted during procurement process as most of these organizations tend to rely mostly on hard copies hence asides their PMU units allocated with storage space but in actual practice mostly of these storage spaces are expected to be overwhelmed with procurement documents.

Parastatals and governments organizations without proper and effectively record keeping systems shall not achieve good performance and eventually creates a lot of unnecessary problems and disorder in regards to referred procurement transactions conducted either previous or recently by concerned organization.

2.3.4 Training in Procurement Functions for Parastatal Organizations

Through training participants acquire new skills in view of implementing effectively all the duties. Procurements trainings such as sensitization workshops and forums for Public procurements are necessary for enabling employees to be more effectively in responding to procurements decisions during discharging of day to day activities.

Without proper training procurement staffs will be out-dated in facing new challenges and practices such as technological changes and new legislative in the industry whereby in the past thirty years we have witnessed various changes and reforms in the industry. Proper trained staffs apart from enhance efficiency in procurements related duties can work under minimum supervisor due to possession of appropriate needed skills for duties and functions related to procurement obligations.

Dalton (2005), elaborates that training is the process of acquiring specific skills to perform a job better and helps people to become qualified and proficient in doing some jobs. Usually organizations facilitates the employees' learning through training so that their modified behavior contributes to the attainment of the organization's goals and objectives.

According to Schermerhorn, John and Osborn (2003), through training participants acquire new sets of values and attitudes. The appreciation of their inherent but untapped potential and reinforce their self-confidence and sense of autonomy as opposed to dependency on limited knowledge.

2.3.5 Ethical Practice and Procurement Functions for Parastatal Organizations

Ethical are principles and acts defining our behavior in conducting good deeds or bad/evil actions or deeds in accordance with our perceptions and thoughts. Ethical practice in procurement prohibits breach of the public's trust by discouraging a public employee from attempting to realize personal gain through conduct inconsistent with proper discharge of the employee's duties. (Principles and Practices.org-Wp-2012).

In Public and Parastatal organizations ethical issues is one of challenging matters to address in view of attaining efficiently procurement process, Ethical issues involves affecting procurement decisions in favor of a particular supplier. These unpleasant matters include bribery, nepotism, corruptions, and other malpractices of similar nature. Asides be considered to be unethical, these practices should not be accepted for whatsoever reason for prosperity of organization and society as a whole.

Ethical are principles whereby Public and Parastatal organizations are bound to adhere while performing their duties, in this aspects all procurements procedures must be conducted with highly transparency and according to professional codes of conducts as procurements cut across almost all organization departments/units for acquiring their office/functions needs of either goods, service or any other procured item.

One of the thorny subjects to address on ethical is corruption; this matter is extensive in Public and Parastatal Procurements, though justification of it is a tricky issue that needs to be tackled with outmost carefulness. According to Business Anti-Corruption Portal (2015), PPRA barred 19 firms from competing for government contracts after the firms were found to have engaged in corrupt practices.

As per Transparent International report (2014), Tanzania has been slipping down in Transparent International's corruption index and was ranked 119th out of 175 countries reviewed, this is a clear sign that corruption is rampant in the county, hence a lot need to be done to address the matter.

World policy forum (2012), analyzed that in Tanzania a total of \$495m was disbursed from donors for supporting budget for 2012/2013 Fiscal year, and donors pledges to dish out an additional US\$495m for 2013 fiscal year but in condition that the government must work on tackling corruption for misuse of public funds especially in procurement and tendering processes. This has been observed as unethical procedures were conducted during awarding of tender to suppliers. World

policy forum cited one reason for this mess is politicians and influential government officer's interference during procurement process for personal gain.

Vee and Skitmore (2003), through their study on professional ethics in construction industry, reveal that all the respondents had witnessed or experienced some degree of unethical conduct, in the form of unfair conduct, negligence, conflict of interest, collusive tendering, fraud, confidentiality and propriety breach, bribery and violation of environmental ethics. These practices ended up resulting to loss of money.

2.3.6 Application of ICT in Performing Procurement Tasks for Parastatal

Organisations

ICT usage or E-Procurement.(electronic procurement, sometimes also known as supplier exchange) is the business-to-business or business to government and sale of suppliers, works and services thorough internet as well as other ICT related tools such as electronic data interchange and enterprise resource planning (Wikipedia, free encyclopedia).

According to Mchopa (2013), the increased adoption of the internet for business uses globally has influenced the function of procurement to migrate from traditional paper- based processes to e-procurement. The unique features of the internet and web-based related technologies can potentially support the activities of procurement, and at the same time provide improvements and efficiency to procurement process. It is on this ground that e-procurement has in recent years, been used as a means to significant reduce costs because of its ability to reduce transaction costs and manage inventory of procured items in a most efficient manner.

This study examined ICT applications in Public and Parastatal organizations though it is limited due to various reasons such as poor infrastructures involving (availability of computers/facilities, slow internet link or in other words connectivity/speed, server connectivity), Risks associated with system applications such as security for hacking and blackmail of transmitted data's, unsupportive legal framework, shortage of skills and expertise amongst the staffs, inadequate and unwilling to inject capital investments for the systems, etc.

But also the perception of shifting of mind-set from common traditional paperwork to e-procurements was also examined. In modern and developing counties in view of enhancing performance most of their organizations are currently shifting from traditional are currently shifting from traditional procurements procedures to modern procurements utilizing E-procurement as substitutes to old fashioned paperwork based procurements related systems.

On the other hand Hawking et al,(2004), stated that companies that use e-procurement technologies save 42% in purchasing transaction costs due to simplification in the purchase process and the reduction in purchasing cycle time, which in turn, increases flexibility and provides more up-to-date information at the time of placing a purchase order. This is due to the fact that the procurement circle is shorten and furthermore the unbiased decision is reached without compromising the selection criteria's. Thus, E-procurement tends to leverage the bargaining power of companies willing to establish contracts with their preferred suppliers and as a result, the overall maverick buying is lower.

2.4 Empirical Literature Review

Empirical Literature review demonstrates that from experiments that numerous efforts and suggestions have been made for developing decisions and techniques in regard to challenges affecting procurement processes.

2.4.1 Empirical Literature Review Worldwide

Smith and Trybus (2008), have done extensive studies during the last thirty years in Public procurement and analyzed that public procurement has been characterized by unprecedented distribution of sophisticated regimes on a global scale. Therefore procurement processes are characterized as continual progression due to emerged new technological and other innovations in executing procurement.

In this paper the major procurement elements determinant are procurement method, record keeping, training, ethical and ICT usage. All these are subjected to continual evolution due to challenges encounter such as political stability of concerned country, technological changes as well as existing procurement framework for the country as well as organization concerned.

Roos (2012), demonstrate alignment of the procurement entities with sustainable procurement goals and strategy with broader organizational objectives as the ways of enhancing competencies and techniques used by managers and procurers. Karjalainen et al. (2009), argue that despite the facts that public procurement has been involving a huge amount of funds but very little research has so far been conducted on organizational misbehaviors and non-compliance in purchasing and

supply management processes. In this regards for achieving organization prosperity procurement related processes must be dealt with outmost importance.

On the other hand Van Weele (2006), demonstrate the concept of purchasing in consideration of the organizations resources to ensure that the supply of all goods, products or services are accordance with organization capabilities hence enable a smooth operation of organization functions. In some of developed countries this perception is sometimes ignored hence destabilize organizations performance as procured goods, service or products in most cases exceed allocated resources due to poor planning and eventually trapped concerned organization to unnecessary constraints including debts and sometimes even total collapsing.

According to Lynch (2013), The goal of public procurement is to award timely and cost-effective contracts to qualified contractors, suppliers and service providers for the provision of goods, work in view of supporting government, public services and organizations in accordance with laid down principles, procedures as established by Public Procurement rules and for the case of Tanzania in accordance with PPRA. It is obvious that the delayed or postponed contract or tender is one factor which cause cost overrun due associated factors such currency depreciation.

2.4.2 Empirical Literature Review in Africa

Musanzikwa (2013), in his study asserted for continuous improvements for flawed procurement processes for Public Procurement Systems in Africa and other developing Countries. This is due to the facts that despite the importance of procurement functions and existence of good regulations, Procurement processes in

African countries have been subjected to controversy in recent years. In view of that procurement processes need to undergo the reforms for addressing the common observed challenges.

According to Shiundu and Rotich (2014), there is a lot to be addressed for factors affecting procurement systems and processes in Africa and citing Kenya as vividly example whereby most of previous studies have been focused in supply chain management as a whole and not procurement processes as a focal point of study.

Kiage (2013), demonstrate the importance of planning as crucial factor for ascertain the procurement performance in public organizations. Procurement plan is very important tool for accomplishment of the budget; whereby a well-planned and proactive procurement budget in most cases is not exceeding the set aside budget. In this case there must be a well-established procurement plans and must be integrated in to the budget process in compliance with the procurement laws and procedures.

Hunja (2011), review that from countries where reform efforts have stalled for a long time indicates that it is very difficult to achieve wholesale, systemic changes to the legal framework in Procurement, this has been observed in case there is absence of consistent political commitment and support from within the highest levels of government as procurement challenges are not statics in nature. Uromi (2014), through his study conducted in three African counties emphasize the importance of justification for public access to procurement related in formations. Through accessing the public procurement information the public shall be conversant with procured items hence enhance accountability and transparency in public funds.

2.4.3 Empirical Literature Review in Tanzania

The Procurement and Supply Journal (2013), in the article titled: "Inevitable Adoption and Change for 21st Century", elaborate that Procurement Management is not static and cannot be by any means maintain status quo ante, or doing business as used to be done in the past. Knowledge and technological changes, as envisioned in the way towards refinements of the profession, are inevitable to happen. In this regards Procurement is a changing profession, hence a lot of studies need to be carried out in this professionalism.

According to World Bank (2003), through Tanzania Procurement report indicated that the Government of Tanzania is fully aware that its public procurement is still weak and needs to be strengthened substantially to enable it ensure procurement laws and institutions become effective tools in efficient and transparent management of the public funds. Despite this awareness the government has long acknowledged that there is rampant corruption in Tanzania and has been finding hard to reduce it, hence it has been introducing various reforms. In this report it is estimated that at national level about 20 percent of the government expenditure on procurement related expenditure is lost through corruption, mainly through kick-backs and shoddy procurement decisions including procurement processes implementations.

Controller And Auditor General Report (2013), pointed that the public procurement in Tanzania accounts for about 70 percent of the entire government expenditures budget. Chavda (2001), through his study on procurement spending for public and Parastatal organizations reveal that the loss incurred by the government through procurement is estimated to be Tsh. 600 billions (about USD 300 million) per year

and according to Tanzania Budget (2013/2014) this translated loss is enough to finance close to a half of recurrent budget of the Ministry of Health and Social welfare.

Nkinga (2003) reviews Procurement Reforms in Public Procurement in Tanzania and mentioned misinterpretation of the legal framework among the obstacle for achieving efficiency procurements. This is crystal clear due to the facts that despite Tanzanian Government undergone various reforms in Procurement but still public procurement is not strong and needed to be strengthened substantially to enable it ensure that the procurement laws and institutions become effective tools in transparent management of public funds and hence ensuring that value for money is achievable through procurement.

Mamiro (2010), through his paper emphasize the need of value for money aspects as implementation rarely assure attainment of value for money having failed to take on board whereby cost effectiveness, efficiency and the manner in which resources have been deployed or managed in a procurement process. In his paper the author elaborate that role of procurement in delivery of strategic corporate objectives is also frustrated due to the facts that procurements processes failed to take up value for money aspects.

Furthermore the author elaborate that shortage of appropriate procurement skills, incompetent public procurement staff and rigid rules regulating public procurement systems complicate the challenges and render the achievement of value for money a distant goal. Mlinga (2009), stated that there is a need of promoting integrity in

Public Procurement, whereby without integrity procurement professionalism as well as society shall not achieve the intended purpose of procurement functions hence the established reforms and processes will not yield the intended results and eventually not add value to the society as intended.

2.5 Research Gaps

This study need to research to gain ideas for the organizations to work better in procurement practices. With rapid technological changes including recently innovations, organizations must focus to improving and increase efficiency in procurement processes.

Thai (2001), argue that in developing country, public procurement practitioners have and will face many challenges but each country has its own economic, social, cultural and political environment and each country's public procurement practitioners face different types of challenges. This is evident in Tanzania as various reforms and studies have been implemented in view of addressing Procurement related challenges. But various studies reveal that even after the enactment of numerous Procurement Regulations, losses of public funds due to procurement of goods, works or services have endured. Further studies indicate dissatisfaction among stakeholders brought about by loopholes left by the Regulations, which may be used by dishonest people to make the procurement process inefficient.

In Tanzania various studies have been exploring on compliance and non-compliance of public procurement procedures although not all factors have been dealt with within the institutions of learning. This research focused to fill the knowledge gaps

which were left by other scholars in regards to challenges effect of procurement processes by Parastatal organizations and analyze through procurement methods, training, record keeping, Ethical and ICT application/ usage in procurement related decisions.

2.6 Conceptual Framework

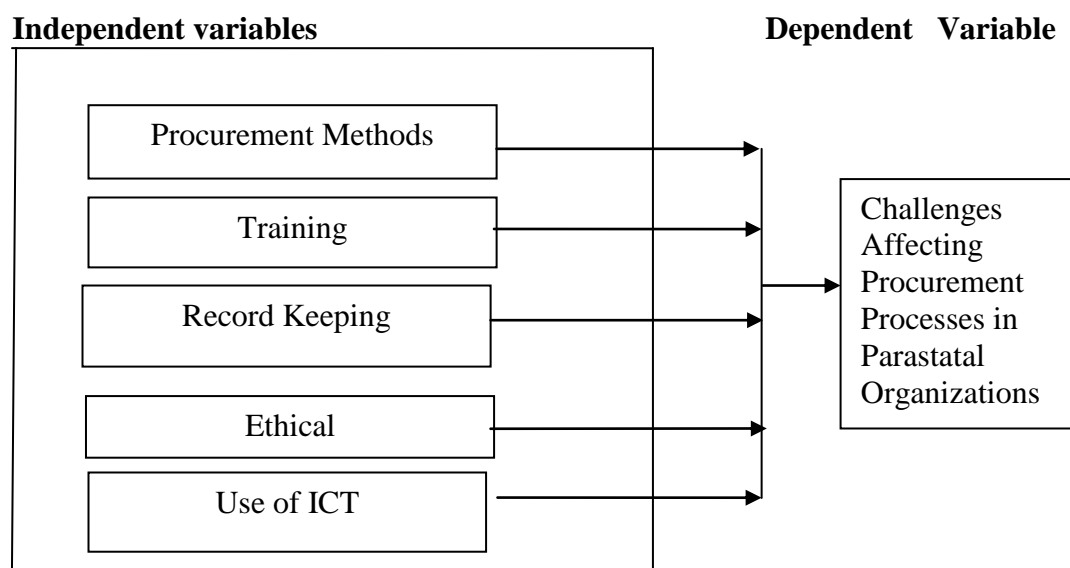


Figure 2.1: Conceptual Framework

Source: Author, (2016)

2.7 Theoretical Framework

2.7.1 Procurement Methods

In Parastatal organizations procurement methods are normally conducted in manner that the required good, work or service is procurement throughout applicable authorize procurement framework/regulation. The opted procurement method either competitive tendering, national tendering, classified tendering, international procurement or single source procurement should abide with existing legal structures such as PPRA procedures or International Procurement guidelines. In handling all

procedures professionally and diligently any procurement method selected shall enable organization/s attain the intended purpose, hence apart from compliance with required regulations also it achieve value for money through conducting procurement.

2.7.2 Training

Training in Procurement improves and imparts knowledge and required skills to staff performance also enable the staff to be prepared for future challenges such as changes in legislatives, regulations as well as technological in procurement industry. Furthermore through training concerned staff grows in their career and expertise.

Trained employees normally make the best use of available resources and enable working with confidence with minimum supervision from their superior's. Skilled staffs are the most important and valuable assets of any organization, in view that without skillful workforce any technology or practice is absolutely not bring any positive result in organization due to deficiency of technical know-how. As business became competitive better trainings apart from enhancing organization performance shall also enable organization win competition from opponents on the same industry, good trained staff enable organization gain competitive advantage.

Unfortunately, the majority of governmental, private organization and international organizations are not recognizing the importance of training to increase their employee's productivity and when the economy slows or when profits decline, many organizations first seek to cuts in their training budgets (McGill, 2007). In regards to procurement related functions a person or an office/team whom are not conversant

with required regulation will have a negative contribution to organization growth as procurement industry is among of fast changing professionalism hence acquiring of new skills is paramount for better performance.

In line with enhancing competitions in June 2015 PPF Pensions Fund has achieved a milestone in their service by acquiring the ISO 9001:2008 certification for Quality Management Systems (QMS). PPF is now recognized internationally. The ISO certification entail various processes for abiding of standard procedures in view of offering service and only trained staff are capable of practicing it. The ISO is dynamic in nature hence staffs are regularly trained to catch up with technological changes as well as new innovations in the particular category and for the case of PPF Pensions Fund is how to offer services to its customers including those procured their services.

2.7.3 Record Keeping

Record keeping is one of crucial elements in facilitating efficiency procurement functions. This function can be performed either traditional means (paper work based applications) or electronically in view of analyzing the previous decision made for awarding, performance or termination of underperforming tender. Through record keeping the lesson learned, good practices as well as mistakes done in the past can be analyzed for future and continual improvements; learning process is a continual endeavor so as record keeping for procurement. Mlinga (2009) observed that record keeping was among the areas found to perform poorly in Tanzania as revealed during the procurement Audits conducted in various public organizations.

2.7.4 Ethical Issues

Ethical are principles and acts defining our behavior in conducting goods or bad actions or manners in accordance to our perceptions and beliefs. Ethical procurement prohibits employees from any attempt to realize personal gain through conduct unmoral/inconsistent act during proper discharge of the employee's duties. Should organization succeed in upholding ethical values in procurements the intended purpose of value for money in public procurement shall be achieved.

2.7.5 Use of ICT

The ICT application and usage in performing procurements related duties is sometimes refereed as E-procurements and modern world is focusing in reducing paperwork's (traditional working style) due to the merits associated with adopting E-Procurements, hence ICT application and usage is unavoidable in modern world. In view of enhancing efficiency, organizations should therefore strive to accept new technological changes such as E-procurements applications for procurement related functions.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the following sections:-Research design, the targeted populations, sampling design which containing sampling techniques, data collection instruments, pilot test, data analysis and presentation.

3.2 Research Design

According to Kothari (2004), a research design is the plan and structure of investigating so conceived as to obtain answers to research questions. A research design functions as the research blue print for measurement and analysis of data (Creswell, 2003). The design is used for analyzing the major part of the research project such as the samples, measurement of variables, treatments or controls, and methods of assignment work, all these elements endeavor to address the key research questions.

The purpose of this study being to illustrate challenges affecting procurement processes it intended to describe observations as it exist. In this aspect descriptive research design has been used as it is considered to be suitable for the study. Jackson (1994), through understanding educational research argues that all research is partly descriptive in nature, insofar as the descriptive aspect defines and describes the researchers who, what, when, where, why, and how, which are exactly some of the questions raised in the study. The descriptive research design also assisted in saving both time and money.

3.3 Area of the study

The study was carried out at PPF Pension Fund Head Quarters in the Procurement Management Unit, [PMU]. PPF Pension Fund is a Tanzanian based Parastatal organization that provides Social Security coverage for all employees in private sector, Parastatal organizations and public institutions. Its coverage has been extended to self-employed as well as labor force in the informal sector. The organization proposed by the researcher because it has been undertaking various Procurement of significant amount hence there is a need to assess challenges affecting Procurement processes related to this public organization.

3.4 Target Populations

A population is the total collection of elements about which inferences are made and refers to all possible cases, which are of interest for a study Goertz (2006). The target populations for this study are 45 staffs of PPF Pension Funds Head Quarter in Samora/Morogoro Road, Ilala District in Dar es Salaam. The study focused on PMU senior offices, Junior officers and other supportive staffs/End user for the department as the unit of investigation of this study.

Table 3.1: Target Populations

Category		Frequency (N)	Percentage (%)
1.	Senior/Principal Management	2	5
2.	Middle Management	10	22
3.	Lower cadre Management	33	73
TOTAL		45	100

Source: Researcher (2016)

3.5 Sampling Design and Sample Size

According to Wikipedia (2013) sampling is concerned of a subset of individual from within a statistical population to estimate characteristics of the whole population. Each observation measures one or more properties (such as weight, location, color etc.) of observable bodies distinguished as independent objects or individuals.

3.5.1 Sampling Procedure

The ultimate test of a sampling design is how well it represents the characteristics of the population it purports to. The reason for sampling in this study is to lower cost, accessibility of study population and the greater speed of data collection, Kothari (2004). Stratified random sampling has been used where the sample size of 50% was taken from each of the three categories (strata) of the population. Stratified random samplings were used because it ensures a greater statistical efficiency, and reduce sampling error. Kothari (2004), supports random sampling as it satisfies the law of statistical regularity, "if a sample is chosen at random, on average it has the same characteristics and composition as the population".

3.5.2 Sample Size

A sample size of 50% of population was taken to give a total sample of 22 staffs of PPF Pension Funds. This is informed by the principle that if the elements of a population are quite similar, only a small sample is necessary to accurately portray the characteristics of interest.

Cooper and Schindler (2008) argue that, for any valid and reliable study to be carried, its sample size shouldn't be less than 30% of its population. As it stands, the

sample size of this study was 50% of the population involved in the study; hence fulfilling their argumentations. Table 3.2 shows the distribution of respondents.

Table 3.2: Sample Size

Category		Target Population	Sample Size	Percentage (%)	Sampling Design	Data Collection Tool
1	Senior /Principal Management	4	2	9	Simple random	Questionnaire
2	Middle Management	8	4	18	Simple random and purposive	Questionnaire
3	Lower-Cadre Management	33	16	73	Simple random and purposive	Questionnaire
Total		45	22	100		

Source: Researcher, (2016)

3.6 Data Collection Methods and Pilot Test

The overall aim of the study was to establish the factors affecting procurement processes in Parastatal organizations with specific focus at PPF Pensions Funds. The vast majority of data collected was therefore be mainly in nature, with questionnaires being the main tools for data collection, the use of questionnaires for primary data collection has been supported by many scholars including Mugenda (1999).

A pilot test was conducted using questionnaires and administered to respondents from Public Organization with main focus at PPF Head Quarters. The proposed questionnaires were clearly in view of enabling collection of desired information.

3.7 Data Collection Tools

This research used participants self-administered Questionnaires as the main data collection tool. Accordingly to Mugenda (1999), a questionnaire is easier to

administer, less costly, and ensures greater depth of response. A questionnaire also helps capture factual information effectively. For the purpose of this study, the questionnaire was used apart from mainly economical and appropriateness reasons were easier due to its merits including flexibility as data collection tool.

3.8 Data Reliability and Validity

3.8.1 Reliability of Data

According to Joppe (2000), reliability is defined as "the extent to which results are consistent over time and an accurate representation of the total population under study and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable".

In most cases the reliability of research instruments concerns the extent to which the instrument yield the same result or repeated trials. According to Carmines & Zeller (1979), there will generally be a good deal of consistency in the results of quality instrument gathered at different times. The tendency towards consistency found in repeated measurements is referred to as reliability.

3.8.2 Validity of Data

According to Mugenda(1999), validity is the accuracy and meaningfulness of inferences, which is based on the research results. It is a degree to which results obtained from the analysis of the data actually represents the phenomenon under study. In view of establishing the content validity of examined factors to be analyzed, this study recognized the overall content that was accurately represented

the information for as per data collection tool applicable. By applying the method the study obtained the required information's for the study.

3.9 Data Analysis

According to Kombo and Tromp (2011), data analysis procedure includes the process of packaging the collected information putting in order and structuring its main components in a way that the findings can be easily and also effectively communicated. After the fieldwork is done before analysis, all the questionnaires were checked for reliability and verification. Editing, coding and tabulation were carried out.

Data analysis on this report was done by using SPSS software version 22. Descriptive statistics was done and the results presented in numbers, percentages or proportions. Further findings were also presented in tables, figure and charts. Data collection was analyze both qualitatively (using content analysis) and quantitatively (descriptive statistics analysis). The collected data was be summarized, coded and analyzed by Statistical Package for Social Science (SPSS). Frequency distribution and percentages has been in use to describe major variables. Qualitative data from questionnaires was analyzed using content analysis (by analyzing texts regarding authenticity or meaning from respondents responses in regards to "Who says what, to whom, why, to what extent and with what effect?.").

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND FINDINGS

4.1 Introduction

This chapter covers data analysis, presentation and findings in regards to the case study. Data presented entail response rate, background information of respondents as well as presentation of findings in regards to each study objectives. Analyzed data is based on responses to the items as presented in questionnaires.

4.2 Response Rate

During data collection, 22 questionnaires were distributed to Procurement department at PPF Head Quarters. Out of 22 questionnaires, which were given out, 14 (64%) were successfully filled in and handed over to researcher. The response rate obtained in this study is considered to be sufficient in conducting research. Mugenda (1999) cited that a response rate of 50% is considered to be adequate, whereby a rate of 60% is believed to be good and any rating above 70% is considered to be very good.

In accordance with the above response received respondents rate, it is evidently that in accordance with scholars it favors the intended target population. This report presents discussion of results from data analysis regarding challenges affecting procurement processes at Parastatal Organizations. Furthermore background information and other findings were presented and discussed under main five main sections namely Procurement method, Training, Record Keeping, Ethical and ICT Usage or in other terms E procurement applications.

4.2.1 Response Rate Category

The response rate obtained in this study is categorized in three cadres of Procurement officers as demonstrated through in Table 4.1.

Table 4.1: Category for Response Rate

Category		Frequency (N)	Percentage (%)
1.	Senior/Principal Management	1	8
2.	Middle Management	3	21
3.	Lower Cadre Management	10	71
Total		14	100

Source: Researcher, (2016)

In regards to category of cadres respondent, the results in Table 4.1 shows that 3(21%) of respondents were Middle officers, meanwhile for Senior and Principal officers were 1(8%) and low cadre/supporting staffs respondent were 10(71%). The mentioned results depict that Lower cadre Management officers who in most cases are involved in preparation of procurement related documents dominate this study.

4.3 Background Information

This study-reviewed respondent's background information in lieu to social demographic characteristics, which included gender, age and employment duration for each respondent being working with PPF. The results were summarized and presented as follows:

Table 4.2: Social Demographic Characteristics of Study Population

Variable	Attribute	Frequency (N)	Percentage (%)
Gender Respondents	Male	8	57
	Female	6	43
	Total	14	100
Age of Respondents (Years)	20 -30	2	14
	31- 40	7	50
	41-50	4	29
	51-60	1	7
	Total	14	100
Duration of working at PPF	6 Months -1 year	2	14
	2 years - 3 years	3	22
	More than 3 years	9	64
	Total	14	100

Source: Researcher, (2016)

4.3.1 Gender of Respondents

Based on various factors such as job descriptions, in many incidents gender difference normally describe unlikely opinions with regards to pertaining matter. The research wants to find out views of different gender responded in this study. In regards to gender respondent, the results in Table 4.2 shows that 57% of respondents were male, meanwhile 43% were female. The mentioned results portray that more males have been involved hence dominate this study.

4.3.2 Age of Respondents

Respondent age is crucial factor in research as matured people normally present diverse opinions than young one due to experience accumulated during their carrier. In this aspect the researcher work out in determining the age factor, the results in table 4.2 exhibit age discrepancy in regards to respondent staffs, the outcome demonstrate that 14% of the respondents were between 20 to 30 years, 50% were aged between 31-40, whereby 29% were between 41-50 years of age and 7% of

respondent were between 51-60 years of age. In this analysis the majority of the respondents were 31 years and above, in normal circumstances apart from maturity, this age is acknowledged to be prime age in professionalism whereby concerned respondents are assumed to accumulate vast experiences in Procurement field, in this aspect we can assent that this study has been appraised with matured and experienced respondents.

4.3.3 Employment Duration with PPF Respondent

The time a person worked with PPF is crucial factor in determining knowledge acquired by particular person on how procurement related duties are performed. This element is of paramount importance in view of obtaining key information for inquiries relating to the study. The finding of the duration a staff worked at PPF is demonstrated through Table 4.2, it is found that 14% of respondent have worked with PPF for the period less than one year, whereby 22% worked with PPF for the period between 2-3 years and 64% have worked with organization more than three years. This exhibit that the majority of employers respondent have worked with PPF for more than three years hence are comfortable with employer and more familiar with procurement duties in this organization.

4.4 Procurement Method

The first objective of the study was to find out how does procurement method affects procurement process at PPF. Procurement methods for Parastatal organizations involves:- international competitive tendering, national competitive tendering, restricted tendering and single source procurement. Questionnaires were distributed to respondents in view of obtaining information on how procurement methods affect

procurement process. Likewise the scale questions were used to respondents in order to identify how procurement method affects procurement process in context of either agreement or disagreement with this topic. The findings related to procurement method is clearly demonstrated in Table 4.3.

Table 4.3: Procurement Method

Comment	Frequency (N)	Percentage (%)
Very large extent	5	36
Large extent	6	43
Average extent	2	14
Low extent	1	7
Total	14	100

Source: Researcher, (2016)

Majority of respondents 6(43%) in Table 4.3 responded that, they think procurement methods to the large extent affects negatively the procurement process especially if this involve long process like waiting for permission from the respective directors or accounting officer who is deemed responsible to give permission. However 1(7%) reported procurement process to low extent in affecting procurement process in case if those responsible to give permission are there and according to required procedures. Generally the findings here show that procurement method is the main challenge that affects to the large extends the slowness of the procurement process.

4.5 Training

The second objective of the study was to find out how does trainings affects procurement process at PPF. Questionnaires were distributed to respondents in view of obtaining information on how training affects procurement process at PPF. The

respondents were asked to explain whether training in procurement usually affect the procurement process. Generally majority of participants 10(72%) reported that to the large and very large extent if somebody have had a regular training/seminar in procurement the same enhances his/her ability and hence facilitate the procurement process. The findings related to training in procurement is demonstrated in Table 4.4.

Table 4.4: Training in Procurement

Comment	Frequency (N)	Percentage (%)
Very large extent	3	22
Large extent	7	50
Average extent	2	14
Low extent	2	14
Totals	14	100

Source: Researcher, (2016)

In Table 4.4 respondents were asked whether they think lack of training affect procurement process in the daily duties and responsibilities. Majority of respondents 7(50%) they are indeed think to the large extent lack of training or regular refresher courses/seminars or on job training which is important to keep staffs up to date is a significant challenge that affect the procurement process. This is due to the fact that procurement laws and regulations are not dynamic hence without regular training staffs will not be conversant with new challenges in regards to procurement processes as procurement laws, acts and legislatives keep on changing in view of addressing the uncouneted challenges. However minority of respondents 2(14%) responded that they think training is a challenge that affects procurement process in an average and low extend respectively.

4.6 Record Keeping

Record keeping is one of objectives in this study regarding procurement process; whereby the study has to analyze how does record keeping affects procurement process at PPF. Questionnaires were distributed to respondents in regard to solicit information on record keeping effectiveness in procurement process at PPF. Respondents were asked to explain the importance of keeping records and how this may affect procurement. Majority of participants 12(86%) reported that it is very important to keep records and lack of proper record keeping usually results into affecting further or future procurement process, which rely mostly in previous records. The findings related to record keeping in procurement is demonstrated in Table 4.5.

Table 4.5: Records Keeping in Procurement Process

Comment	Frequency (N)	Percentage (%)
Very large extent	9	64
Large extent	3	22
Average extent	1	7
Low extent	1	7
Totals	14	100

Source: Researcher, (2016)

The result in Table 4.5 regards to record keeping reveal that 9(64%) who were majority of respondents to this question, generally agree that record keeping is an important factor that may affect procurement process. They further noted that if there is no proper record keeping this may directly affects the process while if there is proper record keeping may help to improve procurement process. Three (22%) of

respondents also hinted that record keeping for the large extent a factor that influences either positively or negatively the procurement process.

4.7 Ethics in Procurement Process

Ethical is one objectives in regards to this study whereby challenges effecting procurement processes are examined. Questionnaires were distributed to respondents so in regard to requesting information relating to effectiveness of ethical matters in conducting procurement process at PPF. The findings in regards to these aspects are exhibited in Table 4.6.

Table 4.6: Ethics in Procurement Process

Comment	Frequency (N)	Percentage (%)
Very large extent	3	22
Large extent	7	50
Average extent	2	14
Low extent	2	14
Totals	14	100

Source: Researcher, (2016)

The findings acknowledged that ethics is one issue which has captured attention and received positive feedback from questionnaires. Ethical issues are important factors which are necessary to be observed in procurement process. This entails keeping secrecy to information regarding procurement to someone who is not authorized to see that information. Regarding procurement procedures, majority of respondents 7(50%) responded that indeed to the large extent ethical issues in procurement is an important factor and a direct challenge that may positively or negatively affect procurement process.

4.8 ICT USE/E-Procurement

The last objectives of this study were to analyze ICT usage and E- Procurement application for procurement process. Before data analysis the first step was to find out availability of supporting infrastructures i.e. Computers/Laptops and availability of ICT specialist for supporting E-procurement in case a PPF staff in Procurement Department needs technical support in regards to ICT or E Procurement applications while conducting procurement related duties. Hereunder are the findings:

4.8.1 Computer Availability in Procurement Department

In view of better assessment the research establish availability of essential ICT Infrastructures and experts for supporting procurement functions. The Table 4.7 demonstrates the findings.

Table 4.7: Computer Availability

Availability of Computers for the staff	Frequency (N)	Percentage (%)
Yes	13	93
No	1	7
Total	14	100

Source: Researcher, (2016)

Table 4.7 demonstrates that 13(93%) of department officers have computers in their offices, whilst only a single person (7%) didn't have. This findings shows that there is adequate of computers connected with internet for supporting ICT usage and E-Procurement in case these applications was required for conducting E-Procurement related processes. The finding of this study generally suggests that availability of computers is not the main challenge in procurement process at PPF.

4.8.2 ICT Specialist Involvement in Procurement Department

The findings from procurement department was that, staffs has been involving ICT specialist in supporting ICT applications during conducting their duties and particular E- procurement related functions.

Table 4.8: ICT Specialist Involvement

ICT Engagement	Frequency (N)	Percentage (%)
Yes	2	14
No	12	86
Total	14	100

Source: Researcher

Table 4.8 shows that 14% of department officers have ever engaged ICT officer during discharging of their duties, whilst 86% have never engaged any ICT specialist while performing their task. This finding generally reveal that ICT specialist involvement in procurement process is still a big challenge that negatively affects procurement process. The findings on how ICT usage and E- Procurement application has been analyzed through Table 4.9.

Table 4.9: ICT Use / E-Procurement

Comment	Frequency (N)	Percentage (%)
Very large extent	5	36
Large extent	6	43
Average extent	2	14
Low extent	1	7
Total	14	100

Source: Researcher, (2016)

Analysis in Table 4.9 shows that 36% of respondents agree to a very large extent, 43% of respondents concur to large extent application of the ICT and E-Procurement 14% admit to low extent and 7% concur to low extent with ICT usage and E-Procurement in procurement related applications. In this regards all categories perceived positive responses. However despite acknowledgement of the importance of ICT usage and E- Procurement in facilitating procurement process, the majority of procurement officers are not conversant with ICT usage and application of E-Procurement and hence directly affecting negatively the procurement process.

4.9 Discussion of the Findings

The discussion part involve comparing the finding of this study with findings from other authors and discussing on what are the differences or similarities and reasons behind those differences or similarities. Through respondent's data, five objectives of the study namely procurement method, training, record keeping, ethical and ICT use/E-Procurement was extensively considered, data captured, recorded and briefly analyzed. From the findings it has come out clearly that the mentioned objectives has enormous effects in procurement processes. A brief analysis for each objective is hereunder described.

Procurement methods were one of the specific objectives of this study, the study worked out to establish if this factor had effects in procurement processes. Though responses from the study population this study revealed that procurement method has significant effects in regards to public procurement processes in parastatal Organizations. Furthermore the results indicate that if there is good procurement methods usually help to have good procurement process and if bad methods are used

it directly affects procurement process. It has been found that although the Public Procurement Acts defines procurement methods for the type, magnitude and the circumstance of procurements, Procurement entities are not only confirmed to competitive tendering method but they are also allowed for selection of other defined method in case the described process through competitive tendering is not of the economic and efficient manner, but due to rigid rules regulating public procurement the defined approach sometimes use to complicate the matter for the reasons such as failure of reaching conclusion due to avoidance of accountability for decision reached.

In view of that, this study assent that procurement methods are momentous in affecting procurement processes. Majority of respondents 43% in this segment they think that procurement methods to the large extends affects negatively the procurement process especially if this involve some obstacles such as long process, The findings of this study relates with previous findings through literature review whereby Musanzikwa (2013), in his study emphasized for continuous improvements for procurement processes including procurement methods for elimination of all possible shortfalls in view of improving procurement related functions.

Training in procurement related expertise was among of specific objectives of this study whereby the learning out work to authenticate its significance if it has impact or not in procurement processes. Through respondent's data, the majority of respondents concur with the importance of training in regards to procurement processes. Through this study has further learned that due to various challenges encountered in procurement processes, this professions has been undergoing various

reforms including adjustment of different legislatives and Acts for addressing observed shortfalls/loopholes in procurement related processes. In view of translating and application of existing procurement laws, trainings is unavoidable factor for better performance of concerned office, hence this study found that the majority of respondents 72%, admit that lack of regular training on procurement related functions impair procurement process as procurement laws and regulations keep on changing for addressing emerged challenges. Hence training has paramount importance in affecting procurement processes.

The findings of this study concur with previous empirical findings through Dalton (2005), who demonstrate that training is the process of acquiring specific skills to perform a job better and helps people to become qualified and proficient in doing some jobs. The study learned that both employer (PPF) and employees recognize the importance of training.

Record Keeping or management of procurement information was also investigated in view of finding out if record keeping affects procurement process. In this study the researcher found that record keeping was a significant factor that affects procurement process. This was evident through acknowledgment of majority of respondents 9(64%) advised that improper record keeping affect procurement process, whereby on the other way confess that better record keeping has positive effect in facilitation of procurement processes. Through literature review Mlinga (2009), reveal that there was a poor record keeping related to assessed procurement documents for Public organizations, However this research acknowledge improvement of record keeping at PPF due to adherence of section 56 (1) of PPRA Act of 2004.

Ethical was one of the points, which were focused in regards to this study of challenges effecting procurement processes. In this study ethical issues have been widely agreed to be important factor that may determine the procurement process, the majority of respondents 50% responded that indeed to the large extent ethical issues in procurement is an important factor and a direct challenge that may positively. It's well-known that privacy of information is vital part of ethical procedures hence, if not adhered to may negatively affect the whole procurement process.

There is consensus in regards to the findings of this study and literature review as the World Bank (2003) through his report assessing Procurement transaction in Tanzania indicates that there is unethical matters including rampant corruption in the country. Furthermore Mlinga (2009), demonstrate the need of promotion of integrity in public procurement for minimizing and elimination of unethical practices, this is due to existence of this problem as demonstrated also through respondents.

ICT usage and E-Procurement application for procurement processes was the final objective in this study whereby the matter was examined through the research. The study demonstrates that PPF has availed all the necessary infrastructures for facilitate ICT usage and E- Procurement, and this has been and continuous to be an important factor that have a directly and positively effects in assisting procurement process. In regards to ICT usage and E- Procurement application, the findings of this study reveal that despite acknowledgment of the benefits associated with it, PPF staffs have not embrace these merits as 86% of respondents have never engaged any ICT specialist while conducting their duty, Furthermore despite that 93% of department

officers have computers in their offices for supporting ICT and E- Procurement related functions however the study has revealed narrow application of it. The findings are contrary to literature review whereby Mchopa (2013), admit increasing of adoption of the Internet ICT usage and E-Procurement application for business uses globally.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of key data findings, implication of the study conclusions drawn from the findings of the highlighted issues, recommendations made in regards to the study, limitations of the study as well as suggested areas for further studies. The conclusion drawn focused in assessing challenges affecting Procurement Process in Public Organizations with specific attention to PPF Head Quarters.

5.2 Summary of the Main Findings

The entire research focused on challenges affecting Procurement Processes in Public Organizations with specific attention to PPF Head Quarters. The findings were based on questionnaires whereby respondents established how procurement methods affects procurement process, determine the effects of training in procurement process, established the effect of records keeping, determining the effects of ethical in procurement related processes and finally establish an ICT usage/application and E- Procurement in procurement related duties.

These investigated issues were found to have an effect on effectiveness of Procurement Processes in Public organizations. The study found that procurement methods have significant impact on facilitating Procurement processes, whereby 43% of respondents admit that procurement methods are to the large extends affects either negatively or positively the procurement process, meanwhile 7% of respondent

reported that procurement process to have low extent in affecting procurement process. Being conversant with procurement method in lieu to conducted purchases, not only foster decisions making it also eliminate unnecessary delays in procurement decision making.

The study found that training improves the morale of the work force, builds a positive perception and a feeling about the organization by an employee and increases motivation and job satisfaction in regards to performing duties. Seven respondents account to 50% of respondents they were indeed thinking that to the large extends lack of training is a significant challenge that affects the procurement process.

However the minority of respondents 14%, responded that they think training is a challenge that affects procurement process in an average and low extend respectively in this segment admit the importance of training for both local and international trainings. Furthermore respondents confess that training only not develops their career but also improving their job performance. In this aspect, they advise for employer (PPF) to have specific strategies for effective training to Procurement department and all other department or End users participating in procurement process.

This study has established limited usage of electronically systems in record keeping as procurement department still rely on traditional method of record keeping. Most respondents nine of respondents or 64% of respondents to this question, generally concur that recordkeeping is an important factor that may affect procurement

process. They further noted that if there is no proper record keeping this may directly affects the process while if there is proper record keeping may help to improve procurement process. Three (22%) of respondents also hinted that record keeping is to the large extent a factor that influences either positively or negatively the procurement process. PPF is still relying mostly on paper-based method for almost all procurement transactions; this practice has created heaps of procurement related documents. Due to this case the storage space found might not be adequate in near future unless creation of extra space or else adoption of alternative record keeping such as E- Application are initiated in near future. The study revealed that majority of respondent are aware of importance of record keeping and there is a need to encourage adoption of new technologies in regards to record keeping such as E- Application or Electronically means of record keeping.

The study found that ethical in procurement process is difficult matter to address. Seven respondents or 50% of respondents admits that ethical issues in procurement is an important factor and a direct challenge that may positively or negatively affect procurement process. The current applicable procurement regulations create some loopholes for dishonest officers to practice unethically. The findings of this study demonstrate that all the respondents admit that unethical practices in form of favoritism, political interface/influence and corruption are rampant in procurement processes through Parastatal organizations although it is difficult to substantiate in the public. Hence there is a need for review of some of currently applicable procurements regulations for Public Organizations in view of addressing observed shortfall, which impairs ethics in procurement processes.

The study also demonstrates that there is limited usage of ICT and computerized system in discharging procurement related obligations although there are adequate infrastructures for supporting application. Furthermore the study exhibited that 5 respondents or 36% of respondents agree to a very large extent, 6 of respondents account 43% of respondents are concurrence to large extent, 2 of respondents or 14% of responds admit to low extent and 1 respondent of 7% of respondents concur to low extent with ICT usage and E-Procurement in procurement related applications.

However despite acknowledgement of the importance of ICT usage and E-Procurement in facilitating procurement process, the majority of procurement officers are not conversant with ICT usage and application of E-Procurement, this is despite availability of all necessary infrastructure and technical support. There is need for adopting to new technology such as E-Procurement, non application of new technology such as E-Procurement is attributing to delays in discharging procurement related duties and the entire procurement process. It has been observed that limited usage of ICT and computerized system is among the factors features bureaucracy in procurement decision matters.

5.3 Implications of the Findings

The findings from this study have given the insight and shaded light on the factors that negatively affect procurement process in most of our institutions in Tanzania: Generally the finding suggests that if staffs has been exposed or are regularly been given seminars, workshops or refresher course in procurement field this has a very positive impact in enhancing and facilitating easy procurement process. It was further found that if staffs keeps procurement records this facilitate easy procurement

process in the future while if there is poor record keeping results in negatively or difficult in future procurement.

5.4 Conclusion of the Study

Procurement process is still a problem in most public and non-public organization in Tanzania. Further effort in solving problems associated with procurement process in our institutions should focus on the regular training on how to keep records moreover ensuring staffs are aware with ICT use in E-procurement.

5.5 Recommendations of the Study

The findings of this study suggest that procurement process is directly related to limitations such as lack of frequency in training, methods used, ICT usage, record keeping and ethical issues. Further emphases should be placed on improving these factors as an intervention for enhancing better and easy procurement process at PPF. Strategies for minimizing factors affecting procurements should involve improving ethical issues and making sure availability of computers and proper skills for the modern record keeping and enhancement of ICT application for procurement related functions for all procurement departments' staffs.

5.6 Limitations of the Study

This study was carried out with constraint of time and money hence its scope was limited to enable flexibility and affordability whereby the researcher was unable to conduct in depth analysis for more organizations. In this aspect the researcher used questionnaires for assessing factors affecting procurement processes in Public organizations with specific attention to PPF Head quarters. Due to time constraints it

was difficult to conduct interview with officers as it involves a series of protocols including setting up appointments and approval for conducting interrogations from higher authority, furthermore due to difficulties in setting the appointments the researcher analyzed that apart from time consuming it also involves other logistics such as transportation which entail financial resources. In this regards in view to overcoming these obstacle only questionnaires have been used as data collection tool.

5.7 Suggested areas for further Studies

Future studies should focus on investigating determinants of improper functioning of factors affecting procurement process in Public organizations. Despite the study objectives, there is need for further research in the following avenues:

- (i) Research into the cause and consequences of how do ethical matters affects Public procurement in Tanzanian for Public and Parastatal organizations as this study has found that this matter is still rampant despite existence of good rules and regulations in Tanzania.
- (ii) This study has learned that there was very little application of ICT and computerized system in procurement related functions, hence a comprehensive study on why there is limited usage of ICT and computerized system in procurement related functions for public organizations in Tanzania need to be conducted.
- (iii) Further research also need to be conducted into the modern techniques for record keeping in regard to procurement related documents as this study learned that Public organizations still rely mostly in paper based record

keeping system which apart from involving extra storage space is also difficult in maintaining the records in case an organization is involved with numerous procurements transactions such as PPF.

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APPENDICES

Appendix 1: Introduction Letter

Letter to Respondent

To: The Respondent

Date: 08th April 2016

Dear Sir / Madam

Ref: Questionnaire on an investigation into the challenges affecting Procurement Processes in Parastatal organizations of Tanzania a case study of PPF Pensions Funds

I'm Sebastian Ivambi a student at the Open University of Tanzania in the faculty of Business Management with Student Registration Number PG. 201505748. I am undertaking a research study in partial fulfillment of the requirements of the award of Master of Project Management (MPM).I am kindly requesting for your assistance in satisfying the above requirement by completing filing in the attached questionnaires on the research topic.

"Challenges affecting Procurement Processes by Public Organizations a case study of PPF PENSIONS FUND"

In view of responding and return completed questionnaires and any enquiries, please contact me through:-

Cell Number; +0717 459 580, E-mail; ivambis@gmail.com

Thank you very much in anticipating for your cooperation.

Yours Faithful

Sebastian Ivambi

Appendix 2: Questionnaire for PPF Pensions Fund Employees

Dear respondents

I am carrying out a study that aims to investigate the Challenges affecting Procurement Processes by Public Organizations among the parastatal organizations.

Your institution has been selected as the respondent and as one of the respondents; your inputs are of significant importance for facilitating this study. This is an academic research and information provided is purely for scholarly purpose and shall be treated with utmost confidentiality.

The researcher requests you to spare a few minutes of your time and respond to the questions that are in this questionnaire. Your co-operation is highly valued.

Thank you very much for your co-operation and your valuable time.

SECTION A:

GENERAL INFORMATION

(For this section, kindly tick (✓) the most appropriate alternative and fill in the space as applicable).

(For this section, please tick (✓) the most appropriate alternative and fill in the spaces where applicable).

1) Name

2) Gender A Male () B Female ()

	Age	Tick
1	20- 30	()
2	31- 40	()
3	41- 50	()
4	51- 60	()

3. How long have you worked with this parastatal organization? ()

	Time	Tick
1	6 months –1 year	()
2	2 years- 3 years	()
3	3 years- and above	()

SECTION B. PROCUREMENT METHOD

1. Can you please describe your roles and duties as Procurement Professional in the PPF Pension Fund?

2. a) Does Procurement method affect Procurement Process by Parastatal organizations?

Yes () No ()

b) Explain

C) If Yes, to what extent?

- (i) Very large extent ()
- (ii) Large extent ()
- (iii) Average extent ()
- (iv) Low extent ()

3. In your experience, what do you think are the most effective methods of ensuring the procurement method benefits the item procurement?

SECTION C. TRAINING

1. A) Does Training affect the Procurement processes among Parastatal organizations?

Yes () No ()

b) Explain

C) If Yes, to what extent?

- (i) Very large extent ()
- (ii) Large extent ()
- (iii) Average extent ()
- (iv) Low extent ()

2. In your experience, what do you think are the most effective training methods that will benefit procurement processes in parastatal organizations?

SECTION D. RECORD KEEPING

1. a) Does record keeping affect the Procurement process among Parastatal organizations?

Yes () No ()

b) Explain

C) If Yes, to what extent?

- (i) Very large extent ()
- (ii) Large extent ()
- (iii) Average extent ()
- (iv) Low extent ()

2. What are the most effective record keeping methods that will benefit procurement processes in parastatal organizations?

SECTION E. ETHICAL

1. Of what importance ethical issues affects procurement process for Public organizations?

2. a) Does Ethical issues affect procurement process among parastatal organizations?

Yes () No ()

b) Explain

C) If Yes, to what extent?

(i) Very large extent ()

(ii) Large extent ()

(iii) Average extent ()

(iv) Low extent ()

3. What are the most effective ethical issues that need to be addressed in view of enhancing procurement processes in parastatal organizations?

SECTION F. ICT USE/ E-PROCUREMENT

1. Does ICT usage affect Procurement processes among Parastatal organizations?

Yes () No ()

b) Explain

C) If Yes, to what extent?

- (i) Very large extent ()
- (ii) Large extent ()
- (iii) Average extent ()
- (iv) Low extent ()

In your experience, what do you think are the most effective use of ICT or E-Applications that will benefit procurement processes in parastatal organizations?

THANK YOU FOR YOUR KIND CO-OPERATION