

MOSHI CO-OPERATIVE UNIVERSITY

**DETERMINANTS OF VALUE FOR MONEY ACHIEVEMENT IN
PUBLIC PROCUREMENT IN SELECTED LOCAL GOVERNMENT
AUTHORITIES IN KILIMANJARO REGION**

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PUBLIC PROCUREMENT IN SELECTED LOCAL GOVERNMENT
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BY

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT FOR THE
AWARD OF DEGREE OF MASTER OF ARTS IN PROCUREMENT AND
SUPPLY MANAGEMENT OF MOSHI CO-OPERATIVE UNIVERSITY**

OCTOBER, 2022

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I, **Ngeela Elisante Makupa**, declare that this dissertation my own original work and that it has not been presented and will not be presented to any other higher learning Institution for a similar or any other academic award.

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CERTIFICATION

The undersigned certify that they have read and hereby recommend for acceptance by Moshi Co-operative University a Dissertation titled, **‘Determinants of Value for Money Achievement in Public Procurement: In Selected Local Government Authorities in Kilimanjaro Region** ‘in partial fulfillment of the requirements for the award of Master of Procurement and Supply Management of Moshi Co-operative University.

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Date: _____

DEDICATION

This dissertation is dedicated to my family, their encouragement and conducive environment they gave me was sincere. I wish my kids efforts go beyond this academic qualification.

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I, foremost like to thank the Almighty God provider of life and strength for rewarding me with effort to undertake this entire course at Moshi Cooperative University (MoCU) and in a special way accomplishment of this study.

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LIST OF ABBREVIATIONS

EC	-	Evaluation Committee
EU	-	European Union
ICT	-	Information and Communication Technology
LGAs	-	Local Government Authorities
MLRM	-	Multiple Linear Regression Model
NC	-	Negotiation Committee
PE	-	Procuring Entity
PMU	-	Procurement Management Unit
PPA	-	Public Procurement Act
PPR	-	Public Procurement Regulation
PPRA	-	Public Procurement Regulatory Authority
RALG	-	Regional Administration and Local Government
TB	-	Tender Board

ABSTRACT

Local Government Authorities' effectiveness of achievement has been called into question. The main goal of the study was to evaluate how well Tanzanian LGAs in Kilimanjaro Region delivered value for money. Specifically the study aimed at evaluating institutional factors; procurement procedures; staff competence; and detecting if Public Procurement legal frameworks had contributions on achievement of value for money in public procuring entities. Data from the Procurement Management Unit staff, Tender Board, User Department, Negotiation Committee, and valuation committee members that work for Local Government Authorities that really are responsible for procurement decisions were collected applying a cross-sectional research design. Yamane (1967), was used to determine sample size of 111 from the target population of 245 members, and 107 use respondent participated, amounting to 96% of the overall sample size. Purposive sampling was used to choose the questionnaires respondents and interviews with senior management staff were used for data collection. There was considerable impact from each independent variable, according to the results of an analysis utilizing the Multiple Linear Regression Mmodel; institutional factors 67.6%, procurement procedures 67.2%, staff competence 67.9% and Public Procurement legal frameworks at 66.7% towards the dependent variable. Additionally, the R Square was 0.584, indicating that the independent variables contributed 58.4% to achievement of value for money in public procurement. The level of significance p was discovered to be 0.000, indicating support ($p < 0.05$) for each independent variable's contribution to achieving of value for money. The model achieved goodness of fit at $F = 35.771$, indicating that it acquired statistical significance and each independent variables have significant impact on value for money achievement in Tanzanian LGAs. It was concluded that; institutional factors, procurement procedures and staff competence level revealed their significance contribution moderated by Public Procurement legal frameworks towards achievement of value for money. The study recommends; the Public Procurement Act,2011 and the public procurement regulation,2013 should be more improved, awareness should be sensitized more to decision makers by the authority.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

Globally, public sector management is increasingly under pressure to go beyond the implementation of policies and procedures and to produce results (Cankwo *et al.*, 2015). In 2018, the size of the Chinese public authority in terms of procurement reached about 3.6 trillion yuan (512.8 billion US-dollars). Because of its considerable procurement power, public procurement is becoming more and more important in the trade negotiation agenda of the World Trade Organization and in bilateral preferential trade agreements (Kutlina-Dimitrova & Lakatos, 2016). The concept of value for money encourages governments to deliver Mega projects by using Private Finance Initiative procurement method. According to Asare & Prempeh, (2016), value for money is derived from the optimal balance of benefits and costs on the basis of total cost of ownership. The nature of public procurement is such that it involves discretionary decision-taking on behalf of government at all levels which invite value for money.

The Ghanaian Public Procurement Act, (2003) established on the five (5) basic pillars namely: comprehensive, transparent, legal and institutional framework; clear and standardized procurement procedures and standard tender documents; independent control system; proficient procurement staff; and anti-corruption measures. However, the idea of value for money does not obligate a tender to be awarded to the lowest tenderer. Value for money in public procurement is attained by looking for the lowest overall cost, describing the advantages in detail, and delivering on schedule. Preventing waste and fostering competition, transparency and accountability during the tendering process are key conditions to achieving value for money (CSC, 2010; Theobald, 2016).

Reviewing current legislation to promote the efficient use of technology in procurement process management, the creation of long-term buyer-supplier relationships, and stakeholder engagement through training and sensitization on how to conduct ethical procurements is the only way to improve Kenya's public procurement performance (Amemba *et al.*, 2013). Corruption in public procurement has endangered Uganda's poor and defenseless citizens by denying them access to better services. The outcomes of Uganda's successful anti-corruption laws and institutional systems have been inconsistent. Recent procurement changes in Uganda haven't produced any

notable outcomes in this regard yet. Local governments in Uganda should use citizen-driven strategies to combat corruption in public procurement. (Basheka *et al.*, 2015).

Local governments are important providers of public services in Tanzania, a developing nation, in areas like education, health, water, infrastructure, and financial transactions (Matto, 2017). Technically, procurement of commodities, works, and services accounts for 70% of state budget spending (PPRA, 2011). Value for Money concept is one among the main pillar of public procurement that ensures value is achieved during procurement transactions utilizing public funds. The Public Procurement Act (PPA) No. 7 of 2011 and its amendments of 2016 mandates public procuring entities to ensure best value for money in their undertakings (URT, 2011).

On the same basis, Huka *et al.* (2014) examined Tanzania's local government bodies' procurement processes, discovering flaws in the production of the tender documents and poor tender planning. The law mandates value for money and compliance with procurement regulations for procuring bodies. In light of this, Public Procurement Regulations (PPR) of 2013 regulation 4 mandates that organizations use public cash as efficiently as feasible. Tanzania's Procuring Entities (PE) are obligated to uphold the law while also delivering the greatest results in terms of value for money. More significantly, the tendering process is one of the metrics employed by Tanzania's Public Procurement Regulatory Authority (PPRA) to evaluate the procurement compliance of public entities tendering processes (PPRA, 2019). The performance of procurement in Tanzanian government entities is influenced by procurement procedures, legal compliance, personnel qualifications, and staff experience. Despite the Tanzanian government's efforts to implement public sector reforms to improve performance, both essential goods and services and inferior ones are only partially provided. Due to incompetence, preferences, political interference, and influence, among other factors, public procurement continues to be insufficient. These are all examples of wrecked procedures in the tendering process. (CAG, 2018).

According to Aimable *et al.*, (2019) value for money is defined as a balance of the three E's: Efficiency, Effectiveness, and Economy. Efficiency is defined as delivering the same level of output at the lowest possible cost, increasing output at provided inputs, or minimizing for a given output while maintaining quality. Effectiveness refers to when the desired quality or outcome has been reached. And economy refers to the act of reducing costs while preserving quality or when the resource is used efficiently.

Value for money in procurement is the concept which is used to evaluate whether a firm has attained the benefit that is maximum from the products and services it obtains and or offers, within its available resources (Mamiro, 2010). Value for money must be the foundation of all public purchases of products and services, including works, with due care for appropriateness and regularity. Because it is essential for achieving resource effectiveness, efficiency, and cost control, this is very important. (Keith *et al.*, 2016).

Public procurement has a significant impact on economic development in regions and localities.(Peck & Cabras, 2011).In the overall procurement practices and process in numerous undertakings, value for money serves as a remedy for ensuring monitoring, management, and administration of public resources. (Vitaseket *et al.*, 2016).High efficiency is one of the important goals of public procurement (Wang *et al.*, 2020). (Barnett *et al.*, 2010)Value for Money indicates a desire for greater openness and accountability in the use of public funds, as well as a desire to get the most out of the resources available. Value for money isn't only about getting the best deal on goods, services, or employment; it's also about striking the right balance between overall ownership costs and benefits. Quality, cost, and time can all be used to determine value for money, which means getting an item at the desired quality, on time, and for the lowest possible price (Etse & Boateng, 2016).

To keep up with the progress of Information and Communication Technologies (ICT), to embrace world-class professional practices, to increase performance, and to gain better value for money, most emerging countries have changed their public procurement procedures. Organizational, market, legal, technological, and political barriers have impeded the adoption and execution of procurement processes, notably in government procurement and donor-funded projects. (Huka *et al.*, 2014). Also, according to Nditi, (2014) the Tanzanian government, public procurement accounts for over 75% of the total yearly development budget, and is growing each year. As a result, procurement must place a greater emphasis on achieving value for money, as public procurement receives a larger share of the annual budget. Furthermore, based on political intervention with procurement duties, particularly in local authorities, unrealistic plans, budgets, and estimated costs, late delivery/completion of the contract, irregularities, fraud, and corrupt practices, procuring organizations in Tanzania do not achieve value for money in their procurement activities.

According to the Public Procurement Act of 2011 as amended in 2016, public institutions are required to work toward the highest level of equity when carrying out their responsibilities, taking into account the need to get value for money in terms of price, quality, and delivery while adhering to predetermined specifications and criteria. Additionally, it is stated in Regulation 369 (2) of PPR, 2013, as amended in 2016, that the contracting authority shall not move forward with the procurement phase of a solicited PPP or private sector participation project if the feasibility study shows that the proposed project was not intended to provide value for money or enhance the quality of the public service.

1.2 Statement of the Problem

In order to carry out basic governmental tasks like procuring products, works, and services (consultancy and non-consultancy) in accordance with procurement practices, laws, and policies, local governments have been granted the authority to carry out procurement activities on behalf of Ministries. Value for money in public procurement is attained through aiming for the lowest total cost of ownership, outlining pertinent advantages in detail, and completing projects on time. Delivering value for money during the tendering process depends on eliminating waste, promoting competition, as well as openness and accountability (Asare & Prempeh, 2016).

Despite the exerted efforts so far the past studies have not focused on effectiveness of procurement procedures in achieving value for money in Local Government Authorities (LGA). Therefore, this study intends to fill this gap through assessing the procurement procedures in local government authorities and achievement of value for money. Public procurement must be built on the concepts of "Value for Money" and sustainability because of the cost implications inherent at various points throughout the process, from need identification to contract management and termination (Mamiro, 2010). To guarantee that, public procurement is focused on obtaining value for money through provisions compliance, like; Public Procurement Act (2011) established 13 legal bases for attaining value for money including sections 45 and 58 of the Act and rules 4, 48, 63, and 122 (1) of the 2005 Public Procurement Regulations (2013). These requirements compel Procuring Entities (PEs) to plan their procurement in order to avoid the misuse of public funds while also maintaining openness, competitiveness, and justice.

1.3 Research Objectives

1.3.1 Main objectives

The main objective of the study is to assess determinants of value for money achievement in public procurement from selected local government authorities in Kilimanjaro region.

1.3.2 Specific objectives

- i. To assess if the procurement procedures used to promote value for money achievement in selected local government authorities.
- ii. To determine institutional factors that lead the value for money achievement in selected local government authorities.
- iii. To examine staff competence toward value for money achievement in selected local government authorities.
- iv. To detect the mediation-effect of public procurement legal frameworks on value for money achievement in selected local government authorities.

1.4 Research Questions

- i. What are the procurement procedures used to promote value for money achievement in selected local government authorities?
- ii. What are the institutional factors that lead to value for money achievement in selected local government authorities?
- iii. To what extent staffs are competent towards value for money achievement in selected local government authorities?
- iv. What is the mediation-effect role of public procurement legal frameworks on value for money achievement in selected local government authorities?

1.5 Justification of the Study

The research would be beneficial to local government authority, central government and agencies because the study was to provide recommendation which would help the above stakeholders to improve the efficiency and effectiveness of procurement practice. To other scholars and the general practice, this study finding was also meant to act as a base for reference and information to other researchers willing to develop on the topic as well as adjustments to the general practice on attainment of value for money. The study would also compel other researchers to conduct investigations on criticizing the facts mentioned in this study's findings to develop synthesis on how better could value for money attained. To researcher, the study serves as partial

fulfillment of the requirements for the degree of Master of Arts in Procurement and Supplies Management of the Moshi Cooperative University (MoCU).

The study was to assist rules, regulations as well as policy making bodies to develop procurement practice to recognize the best ways to comply with procurement principles throughout the procurement processes. Thus improving the procurement performance and achieve value for money at Councils. Also, the study was to assist to identify the factors that encourage the actors of the procurement to comply with procurement principles. Furthermore, the study would be a help to unveil ways that would improve to level of compliance with the procurement moralities.

1.6 Organization of the study

The dissertation organized into five chapters where chapter one contains introduction, background of the research problem, statement of the problem, research objectives, research hypotheses, significance of the study and organization of the study. Chapter two includes literature reviews such as theoretical and empirical reviews and proposed conceptual framework of the study. Chapter three concerned with research methodology such as research design, study area, unit of analysis, population, sampling procedures and sample size, types of data, instrument of data collection and methods of data analysis. Chapter four presentations of findings analysis based on statistical and descriptive analysis. Chapter five covered summary of findings, conclusions, and recommendations to the various interested area

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Definition of Terms

2.1.1 Procurement

According to Merineli & Antoniou, (2019), procurement refers to the activity of purchasing goods, works and services needed to carry out its operation. Public procurement is the process by which national, regional and local public authorities or bodies governed by public law purchase products, services and public works. In the context of construction projects, procurement represents the set of strategic decisions made to acquire capital assets and services to meet specified project goals (Tawiah & Russell, 2008). This study defines procurement as acquisition of goods, works and services for the public in varied ways like purchasing, leasing, franchising, hiring, renting of contracting through the use of public resources.

2.1.2 Local Government Authority

Local government refers collectively to administrative authorities over areas that are smaller than the state (central authority). The term is used to contrast with offices at nation-state level, which are referred to as the central government, national government, or (where appropriate) federal government. "Local government" only acts within powers delegated to it by legislation or directives of the central government. For instance Tanzania is divided into 33 regions; 28 on the mainland, 3 on Zanzibar and 2 on Pemba. 99 districts have been created to further scale down the local authorities. Currently there are 114 councils operating in 99 districts, 22 are urban (municipals) and 92 are rural. In the context of this study, local government authorities mean public entities procuring goods, services and works using resources public resources at the district level for the benefits of general public.

2.1.3 Value for Money

Value for money is therefore not a choice of goods or services which is based on the lowest bid price but a choice based on the whole life costs of the project or service. Efficient public procurement system is therefore vital for achieving Value for Money and hence accelerated growth and development of the country (Asare & Prempeh, (2016). Along the same lines, Ruparathna & Hewage (2015) note that procurement is a perfect medium to integrate factors such as value for money, sustainability and construction safety into a construction project. According to URT (2011), value for

money refers to the optimal advantages obtained from procurement of goods, works and services which are measured based on economy, efficiency and effectiveness. In the context to this study, value for money mean the way organization maximize the overall benefits obtained from procurement of goods, works and services.

2.2 Procurement Procedures

According to URT (2011), the procurement cycle included planning, selecting procedures, selecting tendering measures, properly examining and evaluating tenders and contract awarding as well as contract management. In addition, The procurement process is vulnerable to inflexible and bureaucratic methods as well as a lack of skilled and qualified procurement specialists who are capable of conducting and managing such procurements in a professional, timely and cost-effective manner and performance negatively (Tirefa, 2019) the procurement procedures.

When a procurement requisition is issued, the first stage in the procurement process is to figure out exactly what is required. According to Lynch (2013), once the procurement plan is established and authorized, asking entities should begin presenting their requirements to the procuring entity for processing. Specification development is the second procedure where it refers to description of the attributes of the product or service, a statement of requirements, and a declaration of needs to be satisfied by the procurement of external resources. Procurement planning is the process of evaluating an entity's procurement needs, as well as the timing of their acquisition and finance, so that the entity's operations are satisfied as required in an efficient manner. Once the procurement planning has been established and authorized, the seeking entities should begin presenting their requirements to the procuring entity for processing. When purchase demand is issued, the first stage in the procurement process is to figure out exactly what is required. "Offers should be received at the correct location, date, and time, in writing, via mail, courier service, hand delivery, fax, or email, as stipulated in the tender document, and is generally performed by someone who is not directly involved in the procurement function. In certain organizations, the same authority is in charge of accepting and rejecting offers. When it comes to quotations, the procurement officer in charge is usually the one who gets them. (PGN, 2012).

The methodical process of analyzing and comparing bids in order to pick the best offer in order to buy products, works, and services essential to meet an organization's goals

is known as bid or tender evaluation. The evaluation system entails a preliminary inspection and evaluation of all legitimate bids received in order to establish their responsiveness to the solicitation document's criteria and requirements, examine their cost and benefit, and decide their price and value.

The buyer chooses which supplier or suppliers to award a contract to during this phase. The fundamental part in this process is a supplier evaluation, however award choices might be influenced by factors other than how the buyer rates the provider.

The main goal of the public procurement entity is to support national and local government, as well as public service operations, by awarding timely and cost-effective contractual agreements to contractors, suppliers, and service providers for the provision of goods, works, and services, in accordance with principles and procedures established in the public procurement rules. Contract administration's goal is to ensure that proper mechanisms are in place to monitor and evaluate contractors, suppliers and service providers' performance in fulfilling their contractual obligations, as well as to ensure that appropriate actions are taken to promptly remedy any deficiencies discovered in contract execution or the contract scope, terms, and conditions.

2.3 Theoretical Review

2.3.1 Agency Theory

The Agency theory is also referred to as principal–agent problem also known as agency dilemma in political science, supply-chain management and economics occurs when a person or an entity (referred to as the “agent”) is able to make decisions and take actions on behalf of, or that impact of another person or an entity (the “principal”), (Eisenhardt, 1989). The author also adds that, agency theory is an important, yet controversial, theory. Agency theory had contributions to organization theory, and the extant empirical work and develops testable propositions. The author concludes that agency theory offers unique insight into information systems, outcome uncertainty, incentives, and risk and an empirically valid perspective, particularly when coupled with complementary perspectives. However, the dilemma exists in circumstances where agents are motivated to act in their own interests, who are contrary to those of their principals and is an example of moral hazard. Issues also arise when companies have an incentive to become increasingly deferential to management that have ownership stakes (Scott & Lucian, 2019).

In economic theory, the agency theory is part of the field contract theory, (Laffont & Martimort 2002: Bolton & Dewatripont 2005). It is typically assumed that complete contracts can be written, an assumption also made in mechanism design theory. Hence, there are no restrictions on the class of feasible contractual arrangements between principal and agent. Agency theory can be subdivided in two categories: adverse selection models the agent has private information about his before the contract is written and moral hazard models, the agent becomes privately informed after the contract is written. Hart & Holmström (1987) divide moral hazard models in the categories "hidden action" and "hidden information" (for instance the agent learns his valuation of a good, which is modelled as a random draw by nature).

If the agent had all bargaining power, the first-best solution would be achieved in adverse selection models with one-sided private information as well as in hidden action models where the agent is wealth-constrained. Contract-theoretic principal-agent models have been applied in various fields, including financial contracting (Tirole, 2006), regulation (Baron, & Myerson 1982), public procurement (Schmitz, 2013), team production (Holmström, 1982) among many others. In negotiation problem, the principal commissions an agent to conduct negotiations on its behalf. The principal may delegate certain authority to the agent, including the ability to conclude negotiations and enter into binding contracts. The principal may consider and assign a utility to each issue in the negotiation. However, it is not always the case that the principal was to explicitly inform the agent of what it considers to be the minimally acceptable terms, otherwise known as the reservation price (Piasecki *et al*, 2021: Lax, & Sebenius 1991).

This research used the principal-agent theory, which states that in any connection between the two parties in which one, the agent, represents the other, the principle, in day-to-day interactions, the principal-agent theory applies. The agent has been hired by the principal to provide a service on their behalf. A buyer and one or more vendors vying for the contract might be seen as at least two segments with differing purposes in procurement. However, in addition to the agency connection between the buyer and competitive vendors, the procurement process may be complicated by a variety of internal stakeholders, some of which may have opposing agendas. IT staff, procurement personnel, users, user representatives, line managers, financial officers, and cost controllers are examples of internal stakeholders. Even if there is no agency

relationship between them, they may have conflicting interests; one typical observation is that distinct user groups in different sectors of a firm may have conflicting requirements.

2.3.2 Transaction Cost Theory

In business studies and related disciplines, transaction cost theory is cost in making any economic trade when participating in a market. The theory was developed by (Williamson, 1993; Pessali, 2006) who defined transaction costs as the costs of running an economic system of companies, and unlike production costs, decision-makers determine strategies of companies by measuring transaction costs and production costs. Transaction costs are the total costs of making a transaction, including the cost of planning, deciding, changing plans, resolving disputes, and after-sales. Therefore, the transaction cost is one of the most significant factors in business operation and management (Young, 2013).

Transaction Cost Economics popularized the concept of transaction costs. North, (1992) argued that institutions, understood as the set of rules in a society, are key in the determination of transaction costs. In this sense, institutions that facilitate low transaction costs, boost economic growth. The idea goes on to say that four primary aspects, including measurement, ideological attitude, perception, and enforcement, help lower transaction costs in various endeavors (North, 1992). They serve as useful prerequisites for facilitating adequate transaction cost assessment in various activities in order to enable the achievement of the activity's goals and objectives.

Transaction cost theory had been explained by Rasheli, (2016) as the overheads which are incurred by an organization when finding a purchaser or vendor, monitoring and administering contracts as well as negotiating the included terms. According to the author transaction costs are scrutinized in all phases of public procurement contracts from buyer's perspective. The phases are inclusive of; pre contract phase meaning costs concerning information searches, contract award phase meaning negotiations costs as well as post award phase meaning contract monitoring costs. Transaction cost theory entails the concept that both purchasers and service provider make respective resolutions pertaining to cost efficient mode of conducting business. The purchaser is highly interested on acquisition of supplies at lowest possible cost which eventually will realize value for money in the entire buying process. On the other hand, the service provider is focused on requirements satisfaction at most economical and efficient

manner delivering superior quality at reasonable price and profit yield. The collaboration between the service provider and the buyer creates an equilibrium of attaining affective and successful business transaction.

As well Dahlman, (1976), transaction costs can be divided into three broad categories: search and information costs are costs such as in determining that the required good is available on the market, with the lowest price and so on; bargaining and decision costs are the costs required to come to an acceptable agreement with the other party to the transaction, drawing up an appropriate contract and so on; and policy and enforcement costs are the costs of making sure the other party sticks to the terms of the contract and taking appropriate action if this turns out not to be the case. The theory is relevant to the research since it can be applied to local government procurement procedures in ascertaining value. Annual procurement plans are prepared by local government entities. In an ideal world, an annual procurement plan would aggregate all of the organization's requirements in order to reduce transaction costs and thereby obtain value for money (PPA, 2011). According to Mamiro (2010), a well-prepared annual procurement plan lowers transaction costs and boosts productivity.

2.4 Empirical Review

Marinelli & Antoniou, (2019) had a study titled Improving Public Works' Value for Money. The study aimed to propose a new procurement strategy with the aim of achieving more value for money in public procurement works delivery. Its main innovation lies in the possibility of optional submission of cost-efficient design variants by interested contractors within the context of an open procedure. The final scope of works incorporates the variants approved and all contractors are invited to submit their bids for the revised scope and budget. The paper employed applied research presenting the development of new, cost-effective procurement strategy for public works, geared at the European Union (EU) legal frameworks. The strategy's feature compilation has been based on comprehensive literature review while numerical data from a real world projects were used to demonstrate its financial advantages. The findings highlighted proposed strategy which enabled the delivery of best value project at lowest costs possible which can be achieved through ensuring high competition among competent contractors, improving cost efficiency of technical solutions, discouraging future scope changes and establishing objectivity, fairness and transparency in the process of contract award. The proposed strategy results in public projects of enhanced VFM,

reduced constructability issues and less scope changes during the construction stage. The strategy marks a new approach in procurement which enables the delivery of best value for money in public works. Therefore, it makes a valuable contribution towards the achievement of the overarching EU target for efficient public spending.

Also, Asare and Prempeh, (2016) assessed the Measures of Ensuring Value for Money in Public Procurement in Ghana. The nature of public procurement is such that it involves optional decision taking on behalf of government entity at all levels. Value for money is therefore no longer a choice of goods or services which is based on the lowest bid price but choice based on the whole life costs of the project or service. The aim of the study is to find out ways of ensuring value for money in public procurement procedures. The objectives of the study among others include; identify the challenges in ensuring value for money and measures to ensure value for money in the procurement of goods and services. The main data collection instrument employed in this study is the structured questionnaire.

The study employed the purposive and stratified sampling technique. The finding revealed that inadequate skilled personnel in the procurement sector and inadequate measures for monitoring and evaluation of the procurement policy to ensure value for money are major challenges in the public procurement. It was recommended that to ensure value for money, Management supports for value for money programme at all levels of administration should be encouraged and procurement regulatory authorities in collaboration with public entities (Polytechnics) must ensure compliance through rigorous monitoring and evaluation of the procurement policy to ensure value for money.

Aimable *et al.*, (2019) conducted an assessment in Procurement Planning on Value for Money among selected districts in Southern Province, Rwanda. The study revealed that procurement packaging, procurement method and procurement scheduling all significantly affects value for money. The study concluded procurement planning affects value for money. The study made the following recommendations: the need for procurement officers to use good procurement packaging where they allow bidders to submit bids for one or multiple lots; the need for procurement officers to embrace all procurement methods depending on the circumstance and the nature of the project so as to be as comprehensive as possible since each procurement method has its own advantage.

Mchopa *et al*, (2014) conducted an assessment on the achievement of value for money in Tanzania public procurement: a non-Monetary assessment approach. Findings showed that there was effective competition throughout the procurement cycle because specifications were adequately and competitively prepared by user departments, competitive methods such as competitive tendering and competitive quotation were used and bidders were given fair and equal chances to compete. Moreover, annual procurement plans were adequately formulated and implemented as per transactions but some of them were not executed as planned. It was concluded that the Council has been achieving value for money (by non-monetary assessment) in most of its procurement transactions apart from the challenges addressed on the study.

Kiwelo, (2014) conducted a study aimed at assessing factors affecting value for money attainment in public procurement process and practices in Uganda. The study revealed that Value for money in public procurement in Uganda is heavily influenced by high levels of corruption among government officials, who have caused poor value for money on a number of projects and activities. Another concern is cost overrun, which occurs when some authorities and stakeholders boost project costs in various ways to ensure personal profits in the process and activity, lowering value for money. This is because, with purposeful cost overruns, the project fails to deliver value for money since a large amount of unneeded resources are spent in order to fulfill the preferences of a small group of people at the expense of the project and taxpayers.

Mchopa, (2015) conducted an assessment in Integrating contract management practices into the achievement of value for money in Tanzania public procurement: evidence from selected procuring entities in Moshi municipality. Findings revealed that contracts contained all the necessary conditions, contracts practices of time management, quality management and costs control were effective and resulted into value for money achievement. Study concluded that contract management practices are essential in order to achieve value for money in whatever transaction done by the Procuring Entities. Study recommended that more efforts are needed to enhance supervision and enforce defect liability clause.

As well Matto *et al*, (2021) had studied Tender process and value for money in Tanzanian public procurement where the effect of the tender process on value for money in Tanzania public procurement was examined. The study applied a cross-sectional survey design and quantitative approach. The data were collected from 164

entities in Tanzania. The analysis of data was mainly based on descriptive and inferential statistics. The findings show that tender advertising, tender evaluation, tender award, and tender negotiation are significant factors that enhance value for money in public procurement. Conversely, the tendering document was not a significant factor to predict the value for money. Procuring entities in Tanzania need to put more efforts to administer properly tender advertising, tender evaluation, tender award, and tender negotiation to achieve the best value for money. The study has enriched the institutional theory by showing that regulatory and normative pillars need to ensure that the organizations produce the best results.

Lifard, (2020), conducted an assessment of the influence of procurement contract management for goods in achieving value for money in public sector in Tanzania a case of president's office regional administration and local government (PO – RALG). From the study, it was observed a positive influence between the staff competence and value for money with a significant value of $p = 0.000$ ($p < 0.05$). The study concluded that both staff competency, organizational capability and relationship management has significant influence on the achievement of value for money procurement within the organization as all variables had a significant value of $p = 0.000$ ($p < 0.05$). Lastly, the study recommended that PO-RALG and other public procuring entities, should devote more efforts in ensuring that procurement procedures is executed by competent staff, organizational is capable in terms of financial and capital resources in order to achieve value for money in procurement.

2.5 Conceptual framework

The conceptual framework is a narrative outline of variables. The types of variables shown in the conceptual framework are dependent and independent variables. The independent variables are; institutional factors, procurement procedures, staff competence and Public Procurement Legal Frameworks intervening variable while the dependent variable is value for money in procurement. The variable of primary interest to this study is the dependent variable, value for money achievement. The purpose of this study was to determinant of value for money achievement in public procurement in selected in Local Government Authorities the following is the conceptual framework of the effectiveness of procurement procedures in Local Government towards achieving value for money.

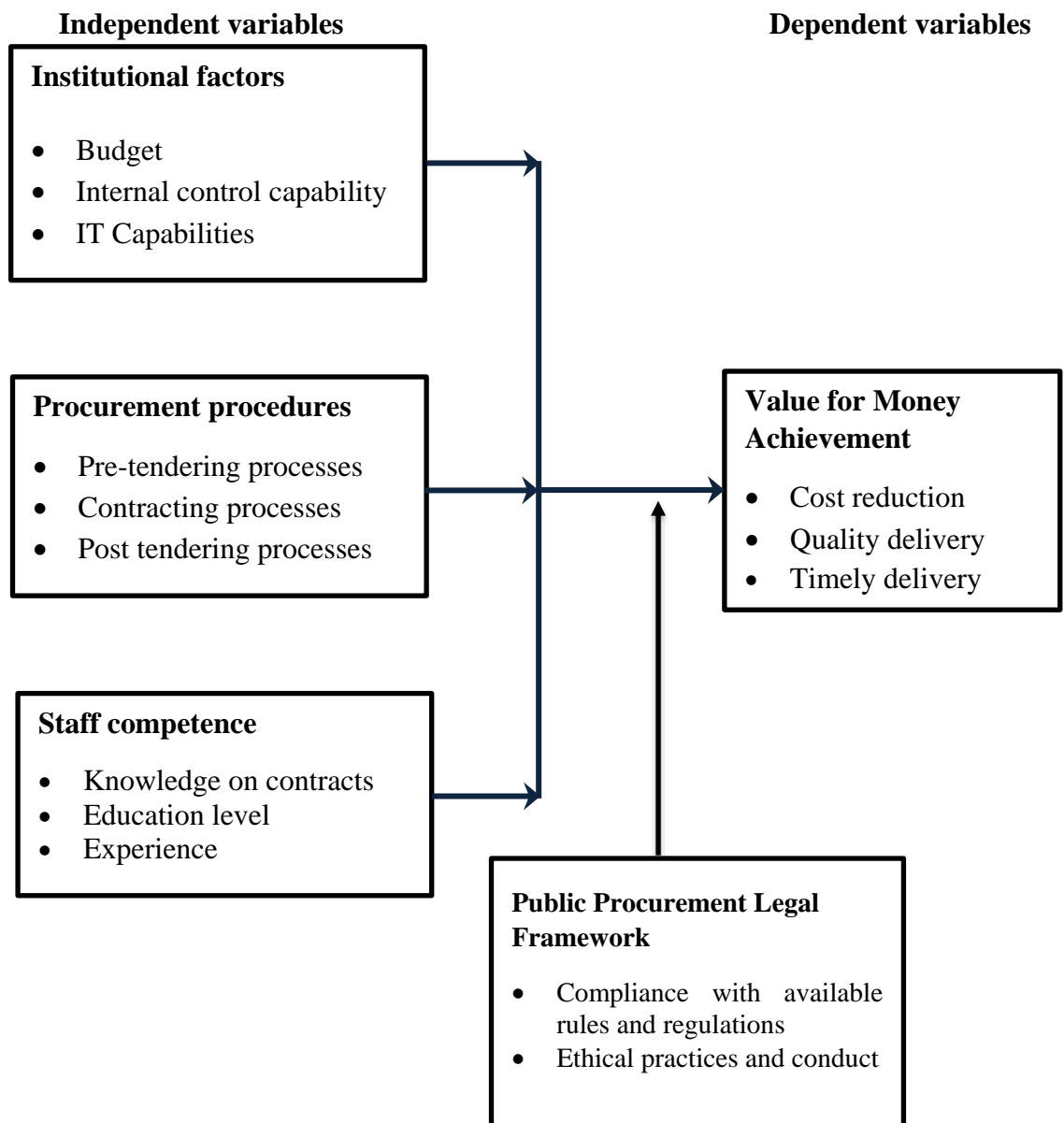


Figure 1 : Conceptual Framework

CHAPTER THREE

3.0 METHODOLOGY

3.1 Research Design

Cross-sectional research design was adopted in undertaking the study. For a cross-sectional study, data were gathered from a wide range of individuals at once. In cross-sectional research, variables can be identified without having any effect on them. Using this type of research methodology, data were gathered that described institutional contexts, people, and opinions, as well as how these factors were taken into account. Cross-sectional research design have evolved over the past few years as a useful tool for investigating trends and specific situations in scientific disciplines which motivates its use in this study. The design enabled researcher to have an in- depth understanding of determinants of value for money achievement in Public procurement. The study involved qualitative and quantitative data that wouldn't allow generalization but conclusions within procuring entities are possible.

3.2 Geographical Coverage

The study was conducted in Kilimanjaro region, specifically District Councils found in it taking a sample of five (5), Which are Hai, Mwanga, Siha, Same Moshi District councils and Moshi Municipal Council. The choice of the study area is because these public institutions in the category of the Local Government Authorities engaging in the procurement of products services and management of procurement contracts as required by the rules (PPA, 2011) and regulations (PPR, 2013) and their 2016 Amendments. However there were executions of works which were highlighted by the District Councils Internal Audit Departments waiving value for money prerequisites and consequently were executed inconsistently. Information concerning procurement transactions and achievement of value for money enabled this study make assessments and necessary conclusion. PO – RALG is the public Office which deals with implementations of procurement contracts. CAG (2019) report advised the Ministries, Departmental and Agencies and Regional Secretariats to change attitude on how they manage procurement contracts and implement terms and conditions of the contracts they bind with various suppliers and consultants as agreed in the contracts.

3.3 Population

The study targeted the population of 245 respondents who are public service employees with different responsibilities at selected Local Government Authorities. This

information obtained from five district council namely, Mwanga, Siha, Same Moshi District councils and Moshi Municipal Council whereby 245 respondents participate direct to the procurement functions. These include Procurement Management Unit (PMU) members, Tender Boards (TB) members, User Departments (UD), Negotiation Committee (NC) and Evaluation Committees (EC) who initiate needs, decide, approve and evaluate performance of procurement activities on behalf of PO-RALG.

3.4 Sample and Sampling Techniques

3.4.1 Sample frame

This refers to an entire group of individuals, respondents that was included in the study. This study used the sample frame were; PMU members, TB members, UD members, NC members and EC members from selected district councils selected basing on the complexity of the study idea demanding their involvement so as to determine value for money achievement in Public procurement in their entities. The sample population was made up of 245 members from the sample frame according to the selected Council's information provided by Human Resources staffs.

3.4.2 Sample Size

The study used sample size of 111 respondents made up of PMU members, TB members, UD members, NC members and EC members who initiates needs, makes decisions of procurement activities as well as evaluating procurement performance for PO-RALG. Sample size determination involved the use of Yamane (1967) statistical formula. Sample size determination was;

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

Where,

n =Sample sizerequired

N =Population size specified as (245)

e =Margin of error set at 7% at confidence level of 93%

Therefore, in substitution;

$$n = \frac{245}{1 + 245(0.07^2)}$$

$$n = 111.338$$

$$n \approx 111$$

Hence the sample size of 111 was used as distributed as Table 1 elaborates.

Table 1 : Sample Size Distribution

SN	Description	Ratio	Sample size Number (n)
1	Procurement Management Unit (PMU)	0.13	15
2	Tender Board (TB)	0.32	35
3	User departments (TB)	0.19	21
4	Negotiation Committee (NC)	0.18	20
5	Evaluation Committee (EC)	0.18	20
	Total	1	111

3.4.3 Sampling Techniques

In this study researcher used purposive/judgmental sampling procedure a non-probability sampling technique aimed at personnel involved in needs initiation, purchasing decisions making and procurement performance evaluation. These are inclusive of; PMU members, TB members, UD members, NC members and EC members. This was chosen because it was required to get opinion from both linked departmental personnel and institutional procurement decision-makers.

3.5 Types and Source of Data

3.5.1 Primary and Secondary Data

Both primary and secondary data were collected, where primary data for this study was collected through questionnaires and interviews. The secondary data were collected using a documentary review approach. Secondary data sources have strong significance to find information that is already proven and researched. This study collected data from various sources such as CAG reports, PPRA directives, PPRA Annual Evaluation reports as well as procurement rules PPA, 2011 and regulations, PPR, 2014 on concerning the determinants of achieving the value for money in Public Entities.

3.6 Data Collection Methods

3.6.1 Questionnaire

Closed-ended questionnaire was used preferably to comfort quick data collection. Its choice was influenced by its usefulness for large populations when interviews would be impractical. Another reason is because it provides respondents with complete freedom in answering questions. Questionnaires were self-administered to study respondents working in local government authorities personally.

3.6.2 Key Informants Interview

The method was used to compensate the missing information that would be valuable for this study upon which the study improvement was attained. Researcher used

structured interview guide to five (5) key informants who are top management of the Local Government Authorities, that is; the District Executive Directors (DED) with open ended question with the purpose of allowing autonomous description of the respondents about the subject matter of value for money achievement in public procuring entities. . This was conducted physically by the researcher to the entities at the offices of the District Executive Directors that are; Moshi MC, Moshi Dc, Mwanga Dc, Hai DC, Same Dc and Siha DC. This was done by arranging probable interview times between the researcher and the interviewee, which resulted in a useful exercise.

3.6.3 Documentary review

Documentary review was done through the use of documentary review guide tool whereby the study review different documents to obtain information. It includes the rules and regulations the PPA, 2011 and the PPR, 2013, Procurement Plans meeting minutes and standardized tendering documents. Also, written materials from previous research, journals, books, audit reports, directives as well as the rules and regulations concerning determinants of local government authorities and achievement of value for money. The documentary review helped broadening understanding of the study idea as well as support this study findings and recommendations.

3.7 Validity and Reliability

3.7.1 Validity of Data

Serakan and Bougie, (2016) underscore the need to ensure that an instrument measures the exact concept it supposed to measure. Although there are many types of validity (Gupta & Gupta, 2020), pre-test of a questionnaire was done to ensure the validity of the data collection instruments by seeking expertise opinion from expert researchers. Additionally, the researcher distributed questionnaires to expert researchers and their improvement opinions were received and incorporated for more content validity of the research tool facilitation. This stage aims at revealing the suitability of the methods and instruments employed by this study. This technique consequently leads to early detection of errors and distortions in the questionnaire to correct them in the process.

3.7.2 Reliability of Data

Cronbach's Alpha Reliability test was performed as an indicator of the stability and consistence which the instrument measure. The concept helps to assess the goodness of a measure of internal consistency where the Cronbach's Alpha Reliability coefficient was found to be equal to 0.753. This study was reliable because

all variables Cronbach's Alpha value exceeded 0.7 as recommended for social studies (Serakan & Bougie, 2016; Wilson, 2016).

3.8 Data Analysis Techniques

3.8.1 Quantitative data analysis

The quantitative data was arranged and analyzed in descriptive analysis and Multiple Linear Regression Modelling (MLRM) was performed. Objectives (i-iii) was analyzed each independently by means of descriptive analysis and linear regression analysis was done and the study data was presented in tables and graphs where necessary. Similarly objective (iv) the Legal frameworks mediation effect was analyzed through Moderation Multiple Regression Model where the interaction effect was examined. The MLRM equation was given as;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon_0$$

Where;

Y = Value for money

X₁ = Institutional factors, to be measured by using Likert scale of 1 to 5

X₂ = Procurement procedures, to be measured by using Likert scale of 1 to 5

X₃ = Staff competence, to be measured by using Likert scale of 1 to 5

β = Beta coefficient

ϵ = Error term

Furthermore, the Moderation Regression analysis (MMR) equation was given as;

$$Y = \beta_0 + \beta_1 IF + \beta_2 PL + \beta_3 (A * B) + \epsilon_0$$

Where;

Y = Value for money

β = Beta coefficient

IF= Institutional factor

PL= Public Procurement Legal Framework

ϵ = Error term

3.8.3 Qualitative data analysis

Qualitative data was analyzed through content analysis techniques. Data from interviews was grouped into meaningful patterns and themes that was observed to help in the summarizing and arranging data. The purpose of content analysis is to organize and elicit meaning from the data collected and to draw realistic conclusions from it.

3.9 Results of Pilot Test

Pretesting was performed to modify and removal of ambiguous items in data collection tools enabling content validity and reliability of questionnaires and interview guide used by this study. Reliability is the stability or consistency of scores over time while validity refers to the extent to which data collection tool truly measures what it is supposed to measure or how truthful the research instruments are (Orodho, 2009)

In order to check and improve reliability and validity more, pilot study was conducted in Rombo District Council, Kilimanjaro. The developed research instruments were pretested through the use of identical sample and the process helped appraisal of data collection instruments. It also helped to ensure research tools were stated clearly and had same meaning for all respondents. In achieving high precision pilot studies, 1% to 5% of sample constituted the pilot test size (Orodho, 2009). A total of 20 respondents were sampled from Rombo District Council, Kilimanjaro for pilot testing exercise. The reliability coefficient of the research instruments was checked using Cronbach's Alpha where a threshold of 0.70 and above was referred (Orodho, 2009). The Cronbach's Alpha values of all variables were above 0.70 implying the instruments sufficiently reliable for measurements as required.

3.10 Test of Assumptions of Study Variables

3.10.1 Correlation of the Study Variables

Two tailed Pearson Correlation Coefficient was used to measure strength of the linear relationship between independent and dependent variables. The correlation coefficient ranges from -1 to 1 while an absolute value of 1 implies the linear equation describes the relationship between independent and dependent variables perfectly. The results shown the variables positively correlated with each other at a significant value ($p < 0.05$), which were demonstrated by the correlation matrix in table 2. Correlation values are as depicted from the analysis whereas the highest correlation is noted on institutional factors, procurement procedures and staff competence, since they are variables in the study predictors which best correlate compared to Public Procurement

legal frameworks in the data set with the value of 1.000 each. This stresses the fact that value for money procurement achievement in Local Government authorities in Tanzania is mostly influenced on institutional factors, procurement procedures and staff competence, as the highest determinant factors for the decisions taken. Despite the reality on the ground that the correlation is significant is ($p = 0.000$) which is of acceptable standard ($p < 0.05$). This is an issue of great importance which is best sorted in application of multiple regression analysis.

Table 2 : Statistical Correlations Matrix

		Average IF	Average PP	Average SC	Average LF
Average IF	Pearson Correlation	1	1.000**	1.000**	-.413**
	Sig. (1-tailed)		.000	.000	.001
	N	107	107	107	60
Average PP	Pearson Correlation	1.000**	1	1.000**	-.413**
	Sig. (1-tailed)	.000		.000	.001
	N	107	107	107	60
Average SC	Pearson Correlation	1.000**	1.000**	1	-.413**
	Sig. (1-tailed)	.000	.000		.001
	N	107	107	107	60
Average LF	Pearson Correlation	-.413**	-.413**	-.413**	1
	Sig. (1-tailed)	.001	.001	.001	
	N	60	60	60	107

** . Correlation is significant at the 0.01 level (1-tailed).

Note: IF – Institutional factors, PP – Procurement procedures, SC – Staff competence, LF- Legal Framework

3.10.2 Multicollinearity

Linear regression was run and Variance Inflation Factor (VIF) test was performed to test for multicollinearity among independent variables. The variables includes; Institutional factors, Procurement procedures and Staff competence in value for money ascertainment in local government authorities. The rule of VIF 1 means variables are not correlated, between 1 and 5 is moderate and greater than 5 is high correlation. Thus the tests to determine whether this study data met multicollinearity assumptions showed that multicollinearity wasn't a problem the results indicated moderate acceptable multicollinearity. Table 3 shows the multicollinearity of the study variables.

Table 3 : Multicollinearity Statistics

	Collinearity Statistics	
	Tolerance	VIF
Institutional Factors	.917	1.091
Procurement Procedures	.906	1.104
Staff Competence	.985	1.000

3.10.3 Test of Normality

Kurtosis and Skewness tests were conducted to detect sample size drawn from the population were normally distributed. Kurtosis measures were done if the given distribution contains extreme values while skewness measured the deviation of distribution symmetry. If the value of Kurtosis and Skewness is significantly different from 0 denotes the data are not normally distributed. The results shows that the positive values for the skewness indicate data are skewed right. The result revealed that data are normally distributed in terms of Skewness and Kurtosis since there was no deviation of the normal distribution curve. Test of normality statistics are presented in table 4.

Table 4 : Normality Descriptive Statistics

	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Average IF	111	.933	.229	.707	.455
Average PP	111	.933	.229	.807	.455
Average SC	111	.833	.229	.807	.455
Average VFM	111	.576	.229	.970	.455

3.10.4 Linearity Test

Linearity test was performed for the independent variables to establish whether the assumption of linearity was met. The assumption was important as its violation affects the result of multiple regression reliability (Wilson, 2016). Figure 2 presents an approximately positive linear relationship between the independent and the dependent variables of the study as the plots are distributed following a straight line. This study shows presence of linear relationship between each predictor variable and response variable by follow straight line and create scatterplots of each predictor variable (Saunders et al, 2012). The degree to which a dependent variable change is related to one or more independent variables is known as linearity implying an improvement in the independent variables will result into gains in dependent variable and its vice versa is true.

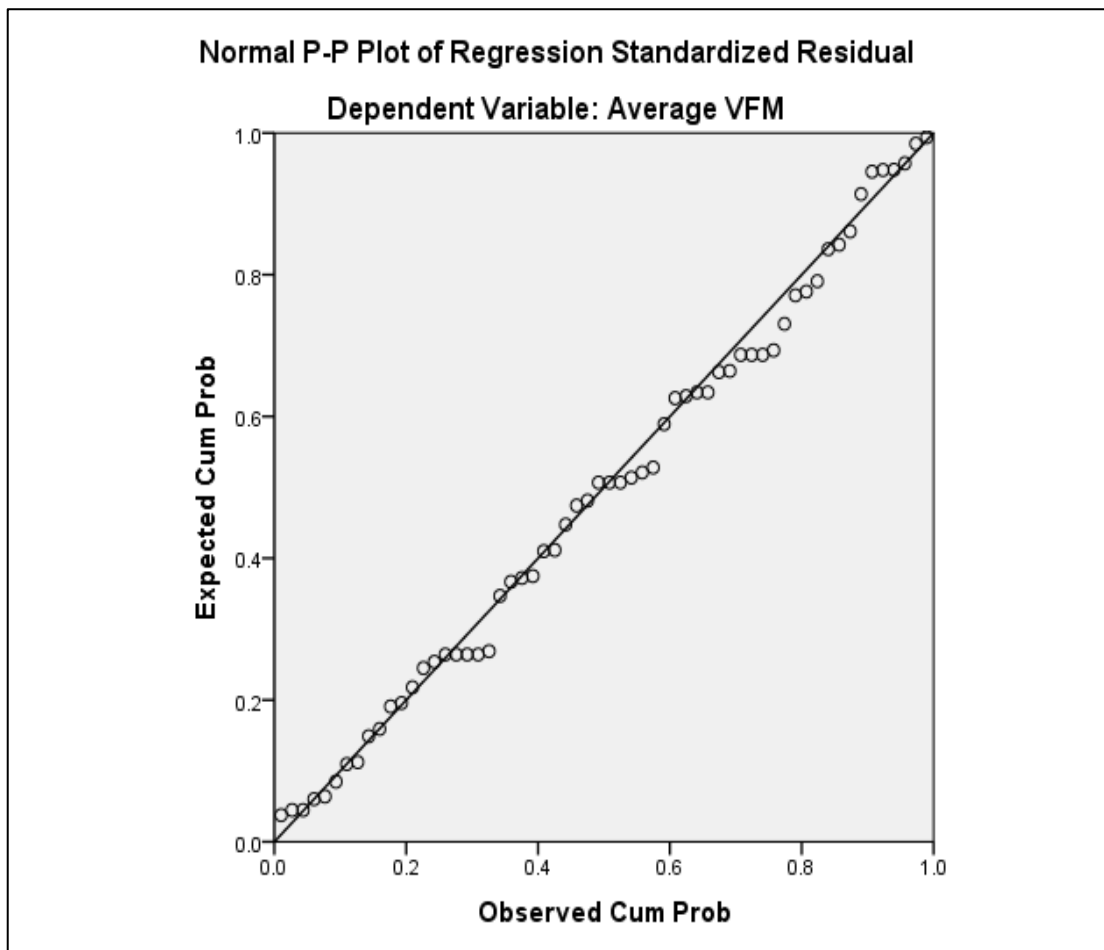


Figure 2 : Linearity test for the study independent and dependent variables

3.11 Ethical Considerations

Respective measures were taken to ensure the study maintained high levels of ethical standards as all activities concerning this study involved human beings who are always subjected to weaknesses. Data collection permits and introductory letters which carried purposes of this study, objectives and assurance of the uses of collected data was attained as presented in appendices. Further the researcher gained consent of participation from targeted institutions by this study. Data instruments as well especially the questionnaires did not involve acquiring deeper information of respondents like names identification, contacts and the like so as to facilitate confidentiality research right. Access of data was as well limited to the permitted researcher only to ensure public data security which should not be easily accessed.

CHAPTER FOUR

4.0 FINDINGS AND DISCUSSION

4.1 Overview

This part delivered analysis of results and discusses results and findings of the study received through data collection approaches in the field of study. It provides answers to the research questions developed before the research was done. Collection of data included the use of survey questionnaires to the respondents as well as the interviews to the respondents. In general, data analysis involved the use of multiple linear regression model.

4.2 Response Rate

The questionnaires were distributed to 111 respondents, where only 107 respondents actively participated at the response rate of 96% of the sample size which was recommended very well for social studies (Morton *et al*, 2012). The reason for failure of other targeted respondents was derived from their absence at their respective offices for other official responsibilities elsewhere at agreed time to conduct a self-administered questionnaire filling exercise.

4.3 Demographic Characteristics

This study intended to establish brief background information of respondents as they were requested to indicate their sex, age, education and working experience of the respondents in relation to their support of possible factors for the attainment of value for money in procurement.

Table 5 : Demographic Characteristics

Demographic	Statement	Frequency	Percentage
Sex	Male	58	54.2
	Female	49	45.8
Age	20-29	14	13.1
	30-39	33	30.8
	40-49	35	32.7
	50-59	14	13.1
	60>	11	10.3
Education level	Certificate	14	13.1
	Diploma	42	39.3
	First degree	33	30.8
	Master and above	14	13.1
Experience	Professional qualification	4	3.7
	0-9	32	29.9
	10-19	37	34.6
	20-29	31	29
	>30	7	6.5

4.3.1 Sex of Respondents

Sex of the respondents' findings was, 54.2% of the respondents were males while 45.8% of the respondents were females as it is established in table 5. The findings propose the dominance of males among the respondents which may be attributed from socio-cultural background of African societies and perception towards female activities.

4.3.2 Age of Respondents

The respondents' who responded to put into different categories from 20 to above 60 years, the results provided that 13.1% of the respondents were within the age range of 20 – 29 years, 30.8% of the respondents were within the age range of 30 – 39 years, 32.7% of the respondents were within the age range of 40 – 49 years, 13.1% of the respondents were within the age range of 50 – 59 years and 10.3% were 60 and above years old. This study indicated that majority of the respondents were concentrated between the age of 30 and above 49 making 63.5% meaning that good number of the respondents were fully-fledged personnel to assist success of this study. The age of respondents was clearly illustrated in the Table 5.

4.3.3 Education Level of Respondents

It was significant to find education level apprehended by the respondents in order to recognize if they were well-found with applicable knowledge and skills on procurement procedures. The findings indicates 13.1% were technician certificates holders, 39.3% were Diploma holders, 30.8 were First Degree holders, 13.1% were Postgraduate qualifications and 3.7% were Professional qualifications holders. The education level of respondents displayed the fact that majority had at least undergraduate qualification attributed by the fact that employment requirements needed initially that level of education. Education background of respondents were summarized in table 5.

4.3.4 Working Experience

The study wished the respondent to specify their working experience in number of years they have worked with the Local Government Authorities. The findings displays obviously that respondents years of experience were categorized in age groups were; 0-9 were 29.9%, 10-19 were 34.6%, 20-29 were 29% and 30 and above were 6.5%. This implies that majority of the respondents in Local Government Authorities, had worked for a considerable period of time many experienced between 10-29 years

constituting 63.6% and therefore they were in a position to give reliable information relating to this study as presented in table 5.

4.4 Value for Money in Procurement

The dependent variable of this study was value for money in procurement where the variable constructs were; costs reduction, quality delivery and timely delivery of procurement contracts. Respondents were asked to rate their agreement with the provided statements whether they agreed, remain neutral or disagreed whether the obligatory procurement procedures statements were practiced and their consequence on value for money procurement facilitation in Local Government Authorities.

4.4.1 Descriptive Analysis for Value for Money in Procurement

The findings displayed in table 6, shown that majority of the respondents agreed by 74.8% that cost reduction approaches are in struggles to ascertain value for money procurement. This implies that costs reduction approaches are in application making proper use of available resources with consideration on productivity. These finding supports argument by, Meijers *et al.* (2014) that their research findings observed and revealed that procurement procedures in Dutch municipal governments lead to a reduction in procurement transaction costs. Also, Marinelli & Antoniou, (2019) established that the recent, or still ongoing in many countries, financial crisis and austerity have left most governments seeking to maximize the value of assets and minimize the costs associated with building, operating and maintaining infrastructure. In this context, the procurement of designs that achieve the highest possible level of efficiency is an urgent mandate emerging from the current circumstances.

Also, the findings in table 6, shown that majority of the respondents agreed by 72.9% that quality delivery can be ascertained through procurement procedures. This implies that quality delivery lines of attack are in application in local government authorities which ensures proper use resources considering productivity. The findings are also enforced by Mamiro, 2018 claiming procuring entities to be responsible for the effective management of any procurement of goods, services or works which is undertaking; to monitor the timely delivery of goods and services in the correct quantities and quality specified in the contract and to monitor the progress and timely completion of works in accordance with the terms of each contract. Also, The United Nations' Procurement Practitioner's Handbook (UN, 2006) sets Value for Money as one of its main goals and defines it as selecting offers which present the optimum

combination of factors such as appropriate quality, life-cycle costs and other parameters which can include social, environmental or other strategic objectives which meet the end-user needs.

The findings also, presented in table 6, shown that majority of the respondents agreed by 71.9% that timely delivery of products and services can be facilitated through application of procurement procedures. This implies that timely delivery of procured products and services would be facilitated through procurement procedures implementation. The findings collaborate with, Mckevitt and Davis, (2016) who claimed that several researchers have indicated inadequate preparation of procurement procedures can increase costs not only to the purchaser but also potential tenderers impeding timely delivery of goods and services (Oppong, 2013). As well, Soliño and de Santos, (2010) the proposed strategy responds to the literature's calls for creative, value-enhancing procurement methods and out-of-the-box approaches enabling the economic, efficient and effective use of public funds as well as the transparent, clear, simple, timely and affordable delivery of public projects.

Also, the findings in table 6, shown that majority of the respondents agreed by 68.2% that value for money is very importantly considered by the available procurement procedures. This implies that value for money is very importantly considered in management of procurement contracts of products and services facilitated through procurement procedures implementation. These findings are also supported by key informant interviews;

“Rigidity of public procurement laws and regulations in the developing economies has been highlighted as one of major factors delaying achievement of value for money and attainment of international best practices in procurement. Procurement in United Republic of Tanzania gained a wider definition previously inclusive of consultancy services, works and hi-tech projects and the attempts by the new legislation governing public procurement delegating more authority to Accounting Officers and Tender Boards to managerial skills of those involved in the process become of dominant importance never before.” Key informer, Siha District Council, August 8, 2022.

Congruently, the findings in table 6, displays the means and standard deviations for each statement representing the variable indicators agreement level. The measurements

involved the Likert Scale ratings of (1-5) which shown the means of $2 < X < 3$ indicating highest degree of agreement. Additionally, the standard deviation were observed half smaller than the mean implying the standard deviations were near to the mean reducing the possibility of nearing the neither extremes implying the data points are clustered around the mean indicating certainty of the agreement of the statements than disagreement.

Table 6: Descriptive analysis of Value for Money in Procurement

Statements	SA	A	N	D	SD	Mean	SD
	%	%	%	%	%		
I can witness cost reduction approaches are in struggles to ascertain value for money procurement.	37.4	37.4	11.2	8.4	5.6	2.0748	1.15498
I hope quality delivery ca be ascertained through procurement procedures.	38.3	34.6	15.9	8.4	5.6	2.0280	1.06804
I am sure timely delivery of products and services can be facilitated through application of procurement procedures.	35.5	36.4	14.0	10.3	3.7	2.1028	1.11537
It is my hope that value for money is very importantly considered by the available procurement procedures.	30.8	37.4	15.9	9.3	6.5	2.2336	1.17826

4.5 The influence of institutional factors in ascertaining value for money.

The first objective of the study is institutional factors in ascertaining value for money. The institution factors necessary for enforcing procurement procedures are; budgetary allocation, internal controls capability and information technology in application capability in assurance of compliance to the procurement procedures and value for money ascertainment. Respondents were asked to rate their agreement with the provided statements whether they agreed, remain neutral or disagreed whether the obligatory procurement procedures statements were practiced and their significance on value for money procurement facilitation in Local Government Authorities.

4.5.1 Descriptive Analysis for Institutional Factors in Ascertaining Value for Money

The findings displayed in table 7, Respondents were asked to agree, neutral or disagree on whether Institutional factors lead achieving Value for Money, majority of the respondents agreed by 70.1% that annual procurement plan and budget allocation aligned with organization needs. Information factors in support of procurement practices are impliedly practiced by firstly having active plans which are adhered to.

This implies that plans are at their place and was adhered by the Local Government Authorities. These findings are sustained by, Mamiro, (2018) who argued that Public Procurement Audits in Tanzania are singling out absence of Annual Procurement Plans (APPs) in most Procuring Entities (PEs) as of major factors driving procurement costs and thus rendering achievement of value for money a distant dream. These findings are supported by key informant interview;

*“...complying with conventional procurement procedures is crucial as the profession is rules and regulation driven which guides us across the entire country. All the same Tanzania we have the PPA, 2011 and PPR, 2013 & 2016 Amendments, every country have guides customized to their respective environment... Regular meetings were also carried down between execution committees/organs in order to track progress and streamline other implementation activities...”*Key informer, Moshi Municipal Council, August 4, 2022

Also, the findings in table 7, shown that majority of the respondents agreed by 66.5% that the annual procurement plan and budget allocations identify the procurement procedures to be used for tenders. This is the reality that the annual procurement plan should state requirements as well as acquisition method among the standard procurement methods where all methods have steps to be followed. This implies that annual procurement plan and budget allocations have an important role to play in proposing agreed procurement procedures as well as necessary paperwork the contract should be managed. The findings are supported by the audit done by PPRA (2019) which revealed solicitation documents used in the procurement of materials were not as per the issued guidelines; the documents missed necessary information relating to the tender; and the evaluation criteria provided in the solicitation document were ambiguous. In some instances, the required approvals as required by the Ministerial Guidelines, rules and regulations (2011, 2013 and 2016 amendments) were hardly obtained either from Tender Board or Chief Executive Officer of the respective procuring entities thus from then there would have been adjustments.

The findings also, presented in table 7, shown that majority of the respondents agreed by 70.0% that internal controls are capable of enforcing adherence to the procurement procedures accordingly. This implies that the entities has internal measures capable of imposing compliance such as internal audits reports, internal evaluation meetings, pre-

audits before making payments and others. However there are observable challenges as collaborated by one of the key informants;

“...of course we have our internal controls which reminds us on the sidestepped issues before, during and after procurement contract which are capable enough and well informed. They usually come up with a number of issues during evaluation meetings which are merely resulting from low procurement awareness among administrators and political figures who often give orders..., sometimes we had goods or services provided through their orders then the issues of compliance with rules, regulations and procedures is left to practitioner to retrospect!” Key informer, Same District Council, August 10, 2022

The results shown in table 7, shown that majority of the respondents agreed by 64.4% that they believe the IT capability helps the organization attain compliance to the procurement procedures. These findings implies that It capability has facilitation effect towards compliance with procurement procedures. The findings are supported by key informant interview;

“The role played by TANEPS is actually undebatable, the customization of the IT system to accommodate procurement procedures has positive effects on compliance issues and resource management because finally its use would appeal procurement contracts into better performance hence facilitating the attainment of value for money.” Key informer, Mwanga District Council, August 8, 2022

Respectively, the findings in table 7 show the means and standard deviations for each statement demonstrating the variable indicators agreement. The measurements involved the Likert Scale ratings of (1-5) which shown the means of $2 < X < 3$ indicating highest degree of agreement. Additionally the standard deviation were observed half smaller than the mean implying the standard deviations were near to the mean reducing the possibility of nearing the neither extremes implying the data points are clustered around the mean indicating certainty of the agreement of the statements than disagreement.

Table 7: The influence of institutional factors in ascertaining value for money.

Statements	SA	A	N	D	SD	Mean	SD
	%	%	%	%	%		
I believe annual procurement plan and budget allocation aligned with organization needs.	32.7	37.4	15.0	7.5	7.5	2.1963	1.1930 6
I am sure annual procurement plan and budget allocations identify the procurement procedures to be used	31.8	34.6	11.2	11.2	11.2	2.3551	1.3335 5
I am sure the internal controls are capable of enforcing adherence to the procurement procedures	33.6	36.4	15.0	7.5	7.5	2.1869	1.1985 1
It is my belief the IT capability helps the organization attain compliance to the procurement procedures	33.6	30.8	15.0	17.8	2.8	2.2523	1.1823 7

4.5.2 Relationship between institutional factor and ascertaining value for money.

Multiple regression analysis was helpful to this study because it allowed the study to determine the presence of significant relationship between independent variables and dependent variable. In addition it enabled indication of relative strength of various independent variables' influence on the dependent variable. The study used multiple linear regression analysis because it is simple to perform, easy to interpret the findings and simple in drawing conclusions as well as recommendations based on the study objective.

Under model summary, the study conducted regression analysis between independent variables against the dependent variable to analyze the goodness of fit as well as significant contribution of the model in this study. The results in the model summary were presented in table 8.

Table 6 : Model Summary for institutional factors for value for money attainment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764 ^a	.584	.567	.46887

a. Predictors: (Constant), Average LF, Average IF, Average SC, Average PP

Note: IF = Institutional Factors, PP = Procurement Procedures, SC = Staff competence, LF = Public Procurement legal frameworks

From table 8 above, conclusions were used to evaluate the usefulness of regression model by observing the R Square value or coefficient of determination to demonstrate

the input of the independent variable on the dependent variable. Under R Square results, the findings indicated that the R square value = 0.584. This implies that any change of independent variable leads to significant change to the dependent variable by 58.4%. Similarly, the Adjusted R Square results (0.567) revealed that 56.7% of value for money is influenced by independent variable. Generally, R square implied that independent variable explained 58.4% variance of dependent variable where 41.6% remained unexplained and thus value for money is affected by other factors as well.

Table 7 : Analysis of Variance for institutional factors

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	31.456	4	7.864	35.771	.000 ^b
Residual	22.424	102	.220		
Total	53.880	106			

a. Dependent Variable: Average VFM

b. Predictors: (Constant), Average LF, Average IF, Average SC, Average PP

Table 9, presents ANOVA results that were used to check the significance or insignificance of the model. The results from regression model revealed that regression model is a good fit for the data; F test = 35.771, p = 0.000, (p < 0.05) which implies that the model reaches statistical significance. This is also called “goodness-of-fit test”. These results implied that the regression model fits the data and that the independent variables had a significant consequence on value for money procurement in Tanzanian Local Government Authorities.

Table 8 : Regression Coefficients for institutional factors

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	.447	.243		1.840	.069	-.035	.928		
Average IF	.756	.112	.853	6.747	.000	.534	.979	.255	3.918
Average PP	.461	.120	.502	3.853	.000	-.698	-.224	.241	4.154
Average SC	.366	.104	.384	3.522	.001	.160	.571	.344	2.909
Average CI	.077	.062	.085	1.242	.217	-.046	.201	.874	1.144

a. Dependent Variable: Average Value for Money

Note: IF = Institutional Factors, PP = Procurement Procedures, SC = Staff competence, LF = Public Procurement legal frameworks

4.6 The Influence of Procurement Procedures in Ascertaining Value for Money.

The procurement procedures targets were; competition, fairness and transparency in implementing procurement procedures for value for money attainment. Respondents

were asked to rate their agreement with the provided statements whether they agreed, remain neutral or disagreed whether the obligatory procurement procedures statements were practiced and their significance on value for money procurement facilitation in Local Government Authorities.

4.6.1 Descriptive Analysis for Procurement Procedures in Ascertaining Value for Money

The findings displayed in table 11, shown that majority of the respondents agreed by 67.3% that procurement procedures are followed to facilitate competition among suppliers. Sourcing decision in procurement procedures needs to be competitiveness for an entity to achieve low price but quality outputs. This means that the sourcing decisions were performed in accordance with the required rules and regulations necessary. The findings were supported by Matto *et al*, (2021) who claimed that tender documents, tender advertising, tender evaluation, tender award, tender negotiation, and value for money were used based on the public procurement act and regulations. They were further harmonized with the tool used to audit the tender process by PPRA. The author also added that his research findings show that tender advertising, tender evaluation, tender award, and tender negotiation are significant factors that enhance value for money in public procurement.

Also, the findings in table 11, shown that majority of the respondents agreed by 64.4% that procurement procedures adherence as it would ascertain fairness in procurement. This means that the importance of procurement procedures compliance if observed. It means that cost saving efforts are in place to assure price reduction on construction activities and materials for value for money ascertainment.

The findings also, presented in table 11, shown that majority of the respondents agreed by 71.0% that compliance to procurement procedures ensures transparency to procurement endeavors. This implies that procurement procedures are believed to have positive consequences on value for money in procurement. This method gives prospective bidders an equal chance to compete and adequate time to prepare bids. Because of its competitiveness and transparency, Vogel (2018) claims that the tender-based procedure can be used as a tool to promote human right compliance. Again Theobald, (2016) established that accountability, fairness and efficiency are three cardinal pillars that procurement reforms seek to achieve in that a very fair and

accountable procurement system helps in the efficient utilization of the state resources judiciously.

The results shown in table 11, shown that majority of the respondents agreed by 66.3% that procurement procedures obedience as it would ascertain value for money procurement. This implies that procurement procedures compliance are thought to have positive significances on value for money in procurement. The findings are supported by Adjei, (2006) who claimed that transparency enables the creation of open and fair and procurement procedures. Transparency helps in the growth of in-country investments and competitiveness as the public sector is seen as a responsible business partner. Transparency is considered one of the best deterrents to corruption and allows access to information by the public. The findings are also supported by key informant interview;

“Lack of accountability and transparency in procurement of goods and services at the Institution, lack of competent procurement workforce is one major challenge in public procurement...required forms and procedures may be convenient and useful tools, but adding value for effort would succeed only with the complete commitment and involvement of top management, along with appropriate personnel” Key informer, Moshi Municipal Council, August 5, 2022

“As far as restricted procurement procedures are concerned, the technical experiences desired includes technical competence, managerial capability, earlier experience, financial stability and staff qualifications” Key informer, Moshi Municipal Council, August 5, 2022

Correspondingly, the findings in table 11 shows the means and standard deviations for each statement demonstrating the variable indicators agreement. The measurements involved the Likert Scale ratings of (1-5) which shown the means of $2 < X < 3$ indicating highest degree of agreement. Additionally the standard deviation were observed half smaller than the mean implying the standard deviations were near to the mean reducing the possibility of nearing the neither extremes implying the data points are clustered around the mean indicating certainty of the agreement of the statements.

Table 11: The influence of procurement procedures in ascertaining value for money.

Statements	SA %	A %	N %	D %	SD %	Mean	SD
I am sure procurement procedures are followed to facilitate competition among suppliers.	33.6	30.8	15.0	17.8	2.8	2.2523	1.18237
I trust the procurement procedures adherence as it would ascertain fairness in procurement dealings.	31.8	35.5	11.2	11.2	10.3	2.3271	1.30872
I believe compliance to procurement procedures ensures transparency to procurement endeavors	33.6	37.4	15.0	7.5	6.5	2.1589	1.16675
I hope on procurement procedures obedience as it would ascertain value for money procurement.	32.7	33.6	14.0	16.8	2.8	2.2336	1.16213

4.6.2 Multiple Linear Regression Modelling (MLRM) Analysis

Multiple Regression Model analysis was conducted in order to determine the relationship between the study independent and dependent variables. Multiple regression analysis was helpful to this study because it allowed the study to determine the presence of significant relationship between independent variables and dependent variable. In addition it enabled indication of relative strength of various independent variable's influence on the dependent variable. The study used multiple linear regression analysis because it is simple to perform, easy to interpret the findings and simple in drawing conclusions as well as recommendations based on the study objectives.

Under model summary, the study conducted regression analysis between independent variables Procurement Procedures against the dependent variable Value for Money to analyze the goodness of fit as well as significant contribution of the model in this study. The results in the model summary were presented in table 12.

Table 9 : Model Summary for procurement procedures towards value for money attainment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764 ^a	.584	.567	.46887

c. Predictors: (Constant), Average LF, Average IF, Average SC, Average PP

Note: IF = Institutional Factors, PP = Procurement Procedures, SC = Staff competence, LF = Public Procurement legal frameworks

From table 20 above, conclusions were used to evaluate the usefulness of regression model by observing the R Square value or coefficient of determination to demonstrate the input of the independent variable on the dependent variable. Under R Square results, the findings indicated that the R square value = 0.584. This implies that any change of independent variable leads to significant change to the dependent variable by 58.4%. Similarly, the Adjusted R Square results (0.567) revealed that 56.7% of value for money is influenced by independent variable. Generally, R square implied that independent variable explained 58.4% variance of dependent variable where 41.6% remained unexplained and thus value for money is affected by other factors as well.

Table 10 : Analysis of Variance for procurement procedures

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	31.456	4	7.864	35.771	.000 ^b
Residual	22.424	102	.220		
Total	53.880	106			

a. Dependent Variable: Average VFM

d. Predictors: (Constant), Average LF, Average IF, Average SC, Average PP

Table 13, presents ANOVA results that were used to check the significance or insignificance of the model. The results from regression model revealed that regression model is a good fit for the data; F test = 35.771, p = 0.000, (p < 0.05) which implies that the model reaches statistical significance. This is also called “goodness- of – fit test”. These results implied that the regression model fits the data and that the independent variables had a significant consequence on value for money procurement in Tanzanian Local Government Authorities.

Table 11 : Regression Coefficients for procurement procedures

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	.447	.243		1.840	.069	-.035	.928		
Average IF	.756	.112	.853	6.747	.000	.534	.979	.255	3.918
Average PP	.461	.120	.502	3.853	.000	-.698	-.224	.241	4.154
Average SC	.366	.104	.384	3.522	.001	.160	.571	.344	2.909
Average CI	.077	.062	.085	1.242	.217	-.046	.201	.874	1.144

a. Dependent Variable: Average Value for Money

Note: IF = Institutional Factors, PP = Procurement Procedures, SC = Staff competence, LF = Public Procurement legal frameworks

4.7 The Influence of Staff Competencies in Ascertaining Value for Money.

Staff competencies variable targets were; knowledge on contracts, education level and experience on procurement procedures. Respondents were asked to agree, remain neutral or disagree on whether the required staff competencies were significant in ascertaining value for money in procurement.

4.7.1 Descriptive Analysis for Staff Competencies in Ascertaining Value for Money

The findings displayed in table 15, shown that majority of the respondents agreed by 67.3% that knowledge of contracts to staffs is sufficing. This implies that knowledge on contracts management suffices contributing adherence of procurement procedures which have positive consequences on value for money in procurement. These findings are collaborative to key informant interview;

“...establishing the pursuit for value for money in public spending remains a big challenge to the governments and its institution. With lack of appropriate procurement procedures and required skills and incompetence among managers and staff entrusted with public procurement activities have been pointed out by a number of studies...” Key informer, Moshi District Council, August 8, 2022

“In contrast to ‘lowest price’, as supporters of value for money procurement used the tender exercise to promote value for money through available rules and regulations; that is the PPA, 2011 and PPR, 2013 respectively...I am observing it likely to view tendering as a task rather than a competence. While the recent wave of procurement modernization may contribute to attainment of value for money in the public sector. Value for money is a goal, which involves influencing and directing stakeholders, facilitated by procurement procedures. Target of value for money procurement is a top-down priority and individual competence required to achieve value for money as a formal objective. This is a key limitation of the supporters’ perspective of value for money.” Key informer, Moshi District Council, August 8, 2022

Also, the findings in table 15, shown that majority of the respondents agreed by 65.4% that offices are well equipped with desired education level academic and professionally. This implies that skills and knowledge of personnel academically and

professionally is believed to be important in contributing adherence of procurement procedures towards achieving value for money in procurement.

The findings also, presented in table 12, shown that majority of the respondents agreed by 71.0% that staff experience have effects to compliance with procurement procedures to be used. This implies that staff experience have effects to compliance issues to the procedures, rules and regulations contributing to adherence of procurement procedures to achieve value for money in procurement. These findings are also supported by Matto, (2021) claimed that achieving the best value for money in public procurement, the procuring entities are required to appoint tender evaluation and negotiation committees based on experience and knowledge on the subject matter of procurement procedures.

The results shown in table 15, shown that majority of the respondents agreed by 68.2% that staff competence have significant contribution towards value for money attainment. This implies that staff competence is considered important on issues pertaining to observance of procurement procedures to achieve value for money in procurement. The finding confirms that in existing literature, that Lack of accountability and transparency in procurement of goods and services at the Institution, lack of competent procurement workforce is one major challenge in public procurement (Ademan, 2014). Also Thai, (2004) indicated that maintained forms and procedures may be convenient and useful tools, but adding value for effort would succeed only with the complete commitment and involvement of top management, along with appropriate personnel.

Similarly, the findings in table 15 shows the means and standard deviations for each statement demonstrating the variable indicators agreement. The measurements involved the Likert Scale ratings of (1-5) which shown the means of $2 < X < 3$ indicating highest degree of agreement. Additionally the standard deviation were observed half smaller than the mean implying the standard deviations were near to the mean reducing the possibility of nearing the neither extremes implying the data points are clustered around the mean indicating certainty of the agreement of the statements.

Table 15 : The influence of staff competencies in ascertaining value for money.

Statements	SA %	A %	N %	D %	SD %	Mean	SD
I am sure the knowledge of contracts to staffs is sufficing.	34.6	32.7	12.1	11.2	9.3	2.2804	1.30163
It is my hope that our offices are well equipped with desired education level academic and professionally.	29.9	35.5	13.1	11.2	10.3	2.3645	1.29871
I believe that staff experience have effects to compliance with procurement procedures to be used.	33.6	37.4	16.8	7.5	4.7	2.1215	1.10497
It is my belief that staff competence have significant contribution towards value for money attainment.	33.6	34.6	14.0	14.0	3.7	2.1963	1.17436

4.7.2 Multiple Linear Regression Modelling (MLRM) Analysis

Multiple Regression Model analysis was conducted in order to determine the relationship between the study independent and dependent variables. Multiple regression analysis was helpful to this study because it allowed the study to determine the presence of significant relationship between independent variables and dependent variable. In addition it enabled indication of relative strength of various independent variable's influence on the dependent variable. The study used multiple linear regression analysis because it is simple to perform, easy to interpret the findings and simple in drawing conclusions as well as recommendations based on the study objectives.

Under model summary, the study conducted regression analysis between independent variables Staff Competence against the dependent variable Value for Money to analyze the goodness of fit as well as significant contribution of the model in this study. The results in the model summary were presented in table 20.

Table 12 : Model Summary for staff competence to value for money attainment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764 ^a	.584	.567	.46887

e. Predictors: (Constant), Average LF, Average IF, Average SC, Average PP

Note: IF = Institutional Factors, PP = Procurement Procedures, SC = Staff competence, LF = Public Procurement legal frameworks

From table 16 above, conclusions were used to evaluate the usefulness of regression model by observing the R Square value or coefficient of determination to demonstrate the input of the independent variable on the dependent variable. Under R Square results, the findings indicated that the R square value = 0.584. This implies that any change of independent variable leads to significant change to the dependent variable by 58.4%. Similarly, the Adjusted R Square results (0.567) revealed that 56.7% of value for money is influenced by independent variable. Generally, R square implied that independent variable explained 58.4% variance of dependent variable where 41.6% remained unexplained and thus value for money is affected by other factors as well.

Table 13 : Analysis of Variance for staff competence

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	31.456	4	7.864	35.771	.000 ^b
Residual	22.424	102	.220		
Total	53.880	106			

a. Dependent Variable: Average VFM

f. Predictors: (Constant), Average LF, Average IF, Average SC, Average PP

Table 17, presents ANOVA results that were used to check the significance or insignificance of the model. The results from regression model revealed that regression model is a good fit for the data; F test = 35.771, p = 0.000, (p < 0.05) which implies that the model reaches statistical significance. This is also called “goodness-of-fit test”. These results implied that the regression model fits the data and that the independent variables had a significant consequence on value for money in public procurement in Tanzanian.

Table 14 : Regression Coefficients on staff competence

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	.447	.243		1.840	.069	-.035	.928		
Average IF	.756	.112	.853	6.747	.000	.534	.979	.255	3.918
Average PP	.461	.120	.502	3.853	.000	-.698	-.224	.241	4.154
Average SC	.366	.104	.384	3.522	.001	.160	.571	.344	2.909
Average CI	.077	.062	.085	1.242	.217	-.046	.201	.874	1.144

a. Dependent Variable: Average Value for Money

Note: IF = Institutional Factors, PP = Procurement Procedures, SC = Staff competence, LF = Public Procurement legal frameworks

4.8 The Influence of Public Procurement Legal Frameworks mediation-effect in Value for Money Achievement.

Public Procurement legal frameworks variable of this study had the variable constructs;

procurement of products and services, compliance to the rules and regulations and ethical procurement in implementing procurement procedures. Respondents were asked to rate their agreement with the provided statements whether they agreed, remain neutral or disagreed whether the obligatory procurement procedures statements were practiced and their significance on value for money procurement facilitation in Local Government Authorities.

4.8.1 Descriptive Analysis for Public Procurement Legal Frameworks mediation-effect role in Value for Money Achievement.

The findings displayed in table 19, shown that majority of the respondents agreed by 65.4% that procurement of product and services is done to this entity through implementing rules and regulations. This implies procurement deeds are done under rules and regulations compliance alongside procurement procedures aiming to achieve value for money in procurement. Also, Asare and Prempeh, (2016) supported these findings nature of public procurement is such that it involves discretionary decision-taking on behalf of government at all levels. Value for money is therefore not a choice of goods or services which is based on the lowest bid price but a choice based on the whole life costs of the project or service.

Also, the findings in table 19, shown that majority of the respondents agreed by 64.4% that compliance to governing rules and regulations is active in contacts management. This implies compliance to governing rules and regulations is believed to be facilitated through procurement procedures marking to attain value for money in procurement. The findings are supported by Theobald (2016) that the framework for procurement of public works contracts in the EU is defined in the Directive 2014/24/EU with the aim to ensure transparency and fair competition for the award of public contracts and to give rules of conduct for the whole procurement process.

The findings also, presented in table 19, shown that majority of the respondents agreed by 66.3% that ethical procurement is considered in management of contracts in procurement. This implies ethical procurement is considered in management of contracts ensuring value for money attainment. This is supported by the Public Procurement Board, (2007) of Ghana established that the economy is critical to the economic development of the country. It is therefore in recognition of this fact that one important object of the Public Procurement Board is states: “the professional

development, promotion and support for individuals engaged in public procurement and to ensure adherence to ethical standards by trained persons” (Adjei, 2006)

The findings also, presented in table 19, shown that majority of the respondents agreed by 71.0% that contracts are implemented efficiently adhering to procurement procedures. This implies efficient and effective contracts management ensures the applicability of procurement procedures necessary for value for money in procurement. Matto *et al*, (2021) argued that value for money in the present study involves all activities from the planning and designing stage of the project as well as tendering and selection process to contract administration and closeout stages. Public Procurement legal frameworks activities are collaborated with;

“Public Procurement legal frameworks covers all the activities performed by both the Procuring Entity (PE) and the suppliers/contractors/service provider upon signing of the contract up to full discharge of the obligations of a said contract. Rules and Regulations requires PEs to be responsible for the effective management of any procurement of goods, works or services (consultancy and non-consultancy) to monitor the timely delivery of contracts in the correct quantities and quality specified in the contract and to monitor the progress and value for money” Key informer, Hai District Council, August 8, 2022.

“...shaping and tailoring organizational performance using contract management. Importantly, the distinction between the potentiality of value for money attained through procurement procedures, and actual costs incurred by the procuring organization. Perspective of procurement includes pre-tendering, tendering and post-tendering stages means the decision makers are capable of understanding the factors supporting the potential for, and the realization of, value for money.” Key informer, Moshi Municipal Council, August 8, 2022.

Similarly, the findings in table 19 express the means and standard deviations for each statement demonstrating the variable indicators agreement. The measurements involved the Likert Scale ratings of (1-5) which shown the means of $2 < X < 3$ indicating highest degree of agreement. Additionally the standard deviation were observed half smaller than the mean implying the standard deviations were near to the mean reducing

the possibility of nearing the neither extremes implying the data points are clustered around the mean indicating certainty of the agreement of the statements.

Table 115 : The Influence of Public Procurement Legal Frameworks mediation-effect in Value for Money Achievement.

Statements	SA %	A %	N %	D %	SD %	Mean	SD
I am sure procurement of product and services is done to this entity through implementing contracts.	31.8	33.66	16.8	13.1	4.7	2.2523	1.1743 6
It is my hope compliance to governing rules and regulations is active in contacts management.	33.6	30.8	15.0	17.8	2.8	2.2523	1.1823 7
I belief ethical procurement is considered in management of contracts in procurement	32.7	33.6	13.1	14.0	6.5	2.2804	1.2422 9
It is my belief that contracts are implemented efficiently adhering to procurement procedures.	34.6	36.4	11.2	9.3	8.4	2.2056	1.2494 4

4.8.2 Moderation Multiple Regression for Legal Framework mediation effect

To ascertain whether there is a relationship between two variables that depends on the moderator variable, Moderation Multiple Regression analysis was conducted. The new interaction variables Institutional Factor * Legal Framework (IF*LF), Procurement Procedures * Legal Framework (PP*LF) and Staff competence * Legal Framework (SC*LF) were determined by mediated regression analysis. Significant interaction between the moderating variable and independent variables suggests that the independent variables' influence on the dependent variable changes with the moderator's level of influence. Where it is said that the level of the mediating variable affects how simply the Independent Variable slopes the Dependent Variable. The analysis' findings were expanded upon accordingly;

4.8.2.1 Moderation-effect of Legal Framework on Value for Money

Moderation-effect of procurement legal frameworks on achievement of value for money in procurement. Institutional Factors, Procurement Procedures, Staff Competence had interaction with the applying Legal Framework. Moderation Multiple Regression model analysis was performed as table 20 summarises the results. R-Square

was determined at 0.634 and 0.641 meaning 63.4% of institutional factors and 63.4% and 61.4% of staff competence was moderated by the applying legal frameworks significantly while the remaining was the contribution of other unexplained factors. Hence the institutional factors and staff competencies had contribution to achievement of value for money moderated directly by procurement legal frameworks while procurement procedures were less significantly supported.

Table 16 : Model Summary for moderation-effect of legal frameworks on value for money attainment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796 ^a	.634	.628	.38438
2	.801 ^b	.641	.629	.38405

a. Predictors: (Constant), Average IF

*b. Predictors: (Constant), Average IF, Interaction IF * PPLF*

An interaction between an independent variable and a factor that provides the proper circumstances for its operation on the dependent variable, value for money can be used to illustrate the basic moderator effect in analysis of variance (ANOVA) in table 21.

Table 17 : Analysis of Variance of moderation-effect of legal frameworks

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.867	1	14.867	100.627	.000 ^b
	Residual	8.569	58	.148		
	Total	23.436	59			
2	Regression	15.029	2	7.515	50.950	.000 ^c
	Residual	8.407	57	.147		
	Total	23.436	59			

a. Dependent Variable: Average VFM

b. Predictors: (Constant), Average IF

*c. Predictors: (Constant), Average IF, Interaction IF * PPLF*

Table 18 : Model Coefficients of moderation-effect of legal frameworks

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.505	.169		2.982	.004
	Average IF	.750	.075	.796	10.031	.000
2	(Constant)	.605	.194		3.115	.003
	Average IF	.781	.080	.829	9.722	.000
	Interaction IF * PPLF	-.037	.035	-.089	-1.049	.299

a. Dependent Variable: Average VFM

Similar to a simple main effect analysis in an ANOVA, table 21, the simple slope of one independent variable was detected at certain values of the other independent variable while investigating interactions in regression. With the acceptable significant

value($p < 0.05$) being attained suggests the acceptability of the moderation regression analysis. Therefore the procurement legal frameworks moderates the performance of the independent variables towards the achievement of value for money in procurement in Local Government Authorities.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The government has been exerting efforts through different directives to make sure that the public procurement procedures are adhered and becomes a model in delivering services to the public at large. This study aimed at, assessing procurement procedures and its effectiveness of ascertaining value for money in deliverables in Local Government Authorities. Specifically the study was obligated to: assess if the procurement procedures used to promote value for money; determine institutional factors that lead the attainment of value for money; examine staff competence toward achieving value for money; and detect the effect of Public Procurement legal frameworks on value for money in Presidents Office-Regional Administration and Local Government (RALG) Authorities. The revised literatures exposed effectiveness of procurement procedures plays an important role in achieving projects completion, value for money procurement and economy use of resources. Government efforts on its implementation have ever since being promising facilitating products and services delivery of better quality and in a responsible manner. Further, it was revealed that institutional factors, procurement procedures, staff competence and Public Procurement legal frameworks expressively affected value for money in procurement.

5.2 Summary of the study

The research demonstrates that the public has fought for value for money as a requirement and is looking for better ways to ensure its realization. Particularly, public bodies are committed to achieving value for money when they use public monies to buy goods and services. The Institutional Factors, Procurement Procedures, Staff Competence are being considered in Public procurement internal control delivering costs saving, value for money and responsible economy whilst being guided by the public procurement legal frameworks. In order to complete their procurement duties for the benefit of the organizations and the general public, public sector institutions are taking value for money factors into consideration.

5.2.1 Institutional Factors.

The results shows that an average of 67.65% agreed institution factors were in support of value for money procurement. This implies that institution factors like budget and annual procurement plans, internal controls capabilities as well as IT capability

displayed significant effect in ensuring value for money in procurement. It refers to how the institutional arrangements towards facilitating procurement procedures implementation towards ascertaining value for money. Likewise, after running the Multiple Linear Regression Model the R Square was implying the support of institutional factors towards ascertaining the value for money achievement by 58.4%. As well the model attained goodness of fit which implying the model reached statistical significance indicating there is significant consequence of institutional factors on value for money at attainment in the Tanzanian Local Government Authorities.

5.2.2 Procurement Procedures.

The outcomes shows that an average of 67.25% agreed procurement procedures were importantly considered in procurement contracts. This implies that procurement procedures are believed to contribute significantly towards attaining value for money in procurement. Also, after running the Multiple Linear Regression Model the R Square was implying the support of procurement procedures management in ascertaining the value for money achievement by 58.4%. As well the model attained goodness of fit which implying the model reached statistical significance indicating there is significant consequence of procurement procedures management on value for money at attainment in the Tanzanian Local Government Authorities.

5.2.3 Staff Competencies.

The results show that an average of 67.97% agreed that staff competence was sufficing to the attainment of value for money. This implies that staff competence in terms of knowledge on contracts, education level and experience placed the staffs at a significant stance towards supporting the attainment of value for money. Staff competence significance effect is observed in attaining value for money in Public Procurement. Correspondingly, after running the Multiple Linear Regression Model the R Square was implying the upkeep of staff competencies in ascertaining the value for money achievement by 58.4%. As well the model attained goodness of fit at which implying the model reached statistical significance indicating there is significant consequence of staff competencies management towards value for money at attainment in the Tanzanian Local Government Authorities.

5.2.4 Public Procurement legal frameworks.

The findings show that an average of 66.77% agreed that Public Procurement legal frameworks was compiled by LGAs facilitating attainment of value for money

in procurement processes. This implies that procurement was well managed, complied with the available rules and regulations, that is the Public Procurement Act, 2011 and the Public Procurement regulations, 2013 and 2016 amendments as well as the ethical standards stipulated therein. Congruently, after running the Multiple Linear Regression Model the R Square was implying the upkeep of Public Procurement legal frameworks efforts in ascertaining the value for money achievement by 58.4%,. As well the model attained goodness of fit which implying the model reached statistical significance indicating there is significant consequence of Public Procurement legal frameworks efforts towards value for money at attainment in the Tanzanian Local Government Authorities.

5.3 Conclusion

The study concludes that procurement procedures are being considered in Public procurement delivering costs saving, value for money and responsible economy. Thus public sector institutions are considering the determinants for value for money achievement in Public entities to accomplish their procurement assignments for the benefits of the organizations and the public at large. As per the study objectives; When it came to guaranteeing value for money in procurement, institutional elements like budgetary allocations, annual procurement plans, internal control capabilities, and IT capability made a significant impact. It describes how institutional setups facilitate value for money. In order for local government agencies to obtain value for money in procurement, institutional variables were shown to be important. Although there are obstacles, as the data demonstrate, procurement methods are important in determining value for money procurement and are thought to be the best way to ensure projects are delivered.

To examining staff competence in terms of contract knowledge, educational attainment, and experience revealed that staff competencies significantly contributed to achieving value for money. However, the procurement process was well-managed and in accordance with the laws and regulations in force, namely the PPA, 2011, and PPR, 2013, and 2016 Amendments, as well as the ethical standards outlined therein. All the same, while tracing the progress made in handling respective challenges whatsoever the study concludes that moderate progress has so far been realized in resolving the founding challenges.

5.4 Contribution of the study

Public procurement is becoming more and more important in transactions negotiation as well as evaluation of performance of procurement. The concept of value for money is becoming a necessity encouraging governments to deliver projects, products and services. Value for money is derived from the optimal balance of paybacks and costs associated on the basis of total cost of ownership. Preventing wastage of resources and raising competition, transparency and accountability during the tendering process are among necessary requirements towards achievement of value for money in procurement.

According to this study, there are important institutional variables that must be taken into account when determining value for money, including budgetary allocations, the strength of internal controls, and the use of ICT interventions. Fairness in procurement transactions, openness, and conformity with procurement processes in the sense of competitive procurement were all highly beneficial in promoting procurement attempts that were cost-effective. Similar to this, staff competence was assessed in terms of whether they had sufficient knowledge of procurement contracts, and whether their education and experience levels had helped achieve value for money in the procurement process. Last but not least, it was found that implementing procurement contracts in the sense of acquiring desired needs, according to rules and regulations, and using ethical methods was crucial to achieving value for money in procurement. However the more these institutional factors, procurement procedures compliance, staff competence and Public Procurement legal frameworks efforts are improved the more value for money procurement can be ascertained and it's vice versa is true. This discussion is organized into two parts which are practical and theoretical contribution of this study.

5.4.1 Practical Contribution

This study will vitalize the importance of procurement procedures compliance towards attaining value for money in Local Government Authorities. More stress on improvement of institutional factors, procurement procedures compliance, staff competence and Public Procurement legal frameworks efforts is needed as they can surely ensure value for money procurement. The negative improvement would deter attainment of necessary value for money in public procurement of products and services.

5.4.2 Theoretical Contribution

The study combined two theories namely; agency theory and transaction cost theory. Agency theory is able to make decisions and take actions on behalf of, or that impact of another person or an entity. This theory supported three independent variables namely; institutional factors, procurement procedures and Public Procurement legal frameworks towards the achievement of value for money procurement. Transaction cost theory meant to cost in making any economic trade when participating in a market. Correspondingly the costs of running an economic system and unlike production costs, decision makers determine strategies of corporations by measuring transaction costs against production costs. Transaction cost theory supported the independent variables of; institutional factors procurement procedures and staff competence. However there are circumstances where agents are motivated to act in their own interests, which are contrary to determined objectives of their responsibilities such as moral dilemma. Consequently the agenda of value for money phenomenon could not be supported in full by any of the chosen theories due to its difficulty acquirement which involves multi-dimensional features.

5.5 Recommendations

Based on the research findings, the following recommendations have been drawn on the view of promoting and assisting the effective ways of implementing effectively the procurement procedures in procurement practices generally. The Local Government Authorities and the general Public entities in Tanzania is referred to number of recommendations by this study; the rules, regulations and policy making bodies and the general practice have to be further tightened obliging everyone to comply to procurement procedures.

The legislature needs to improve more the rules and regulations and suggest consequences if the procurement procedures are sidestepped by practitioners or the general administration like introduction of sanctions to entities, personnel and the like. The rules and regulations should also get rid of those who execute assignments deliberately unplanned and impose retrospective compliance of the procedures. However tightening of rules and regulations does not contribute to fully guarantee for value for money imposition of rigid rules and strengthening of the regulatory frame work alone is nowhere closer to the achievement of value for money; awareness also has definite gaps according to the findings in the general practice to all concerned with

procuring decisions. To increase public knowledge of how to tighten compliance issues, the CAG should emphasize more the importance of the ongoing problem of sidestepping, political meddling, administrative meddling, maverick purchases, and the like, which are against procurement processes.

5.6 Areas for Further Research

The advice for additional research would give entities opportunity to completely reflect more on procurement practices based on the study's findings. The following are suggestions for other study fields;

According to the study, putting effective procurement methods into practice may present certain difficulties. Future research will look into these issues and suggest potential solutions. The study discovered that there are meddling forces that circumvent procurement rules; it is crucial that future researchers uncover these influences and make troublemakers aware of them. Future research should concentrate on the potential risks if someone retrospect the procurement procedures, the study concluded, because once the bypass occurred retrospective compliance is being chased fiercely.

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PART B: THE INDEPENDENT VARIABLES. Please tick the appropriate level of agreement of the following statement in the respective box provided.

Key: SA= Strongly Agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree

Institutional Factors	SA	A.	N	D	SD
I believe annual procurement plan and budget allocation aligned with organization needs.					
I am sure annual procurement plan and budget allocations identify the procurement procedures to be used					
I am sure the internal controls are capable of enforcing adherence to the procurement procedures					
It is my belief the IT capability helps the organization attain compliance to the procurement procedures					

Procurement procedures	SA	A.	N	D	SD
I am sure procurement procedures are followed to facilitate competition among suppliers.					
I trust the procurement procedures adherence as it would ascertain fairness in procurement dealings.					
I believe compliance to procurement procedures ensures transparency to procurement endeavors					
I hope on procurement procedures obedience as it would ascertain value for money procurement.					

Staff competence	SA	A.	N	D	SD
I am sure the knowledge of contracts to staffs is sufficing.					
It is my hope that our offices are well equipped with desired education level academic and professionally.					
I belief that staff experience have effects to compliance with procurement procedures to be used.					
It is my belief that staff competence have significant contribution towards value for money attainment.					

PART C: THE MEDIATION-EFFECT VARIABLE

Public Procurement legal frameworks	SA	A.	N	D	SD
I am sure procurement of product and services is done to this entity through implementing contracts.					
It is my hope compliance to governing rules and regulations is active in contacts management.					
I belief ethical procurement is considered in management of contracts in procurement					
It is my belief that contracts are implemented efficiently adhering to procurement procedures.					

PART C: THE DEPENDENT VARIABLES. Please tick the appropriate level of agreement of the following statement in the respective box provided.

Key: SA= Strongly Agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree

Value for money	SA	A.	N	D	SD
I can witness cost reduction approaches are in struggles to ascertain value for money procurement.					
I hope quality delivery ca be ascertained through procurement procedures.					
I am sure timely delivery of products and services can be facilitated through application of procurement procedures.					
It is my hope that value for money is very importantly considered by the available procurement procedures.					

THANK YOU

Appendix 2: Interview guide for Accounting Officers

1. Do you institution sets consider achievement of value for money in the procurement procedure?
2. How do you ensure compliance to procurement procedures is improved to make potential value for money procurement in your entity?
3. Do you think staff competence is necessary for facilitation of procurement procedure in local government authorities to attain value for money?
4. What should be done to improve the procurement process so as to attain the value for money in local government authority?

**DETERMINANTS OF VALUE FOR MONEY ACHIEVEMENT IN PUBLIC
PROCUREMENT: SELECTION OF LOCAL GOVERNMENT
AUTHORITIES IN KILIMANJARO REGION.**

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ABSTRACT

Procurement cycle included planning, selection procedures, selecting tendering measures, properly examining and evaluating tenders and contract awarding as well as contract management is a manner known as provisional procurement procedures. The procurement procedures are vulnerable to inflexible and bureaucratic methods as well as a lack of awareness, skills as well as few qualified personnel. The study targeted institutional factors towards value for money attainment in local government authorities. Value for money though have been observed as a serious necessity especially for the Public Procurement, accountable for Public resources The study used case study research design at the sample size of 111, determined out of population of 245 where 107 respondents actively participated at the response rate of 96% of the sample size. The participants were purposively sampled from determined population. Data collection tools involved survey questionnaires self-administered to the respondents. Verified data were arranged and analyzed through SPSS inclusive of wide-ranging techniques like descriptive statistics in percentages. Multiple Regression Model (MRM) was conducted for analysis. The findings concluded that there is significant contribution of institutional factors to the value for money attainment in procurement with subsequent mostly administrative challenges. The study recommended that not only rules and regulations adjustments but also awareness should be sensitized to all decision maker as well as political personnel as procurement is a wider applied activity making sure entities acquire their necessities complying with the proposed procurement directives.

Keywords: Value for money, procurement procedures, public procurement

1. INTRODUCTION

Globally, public sector management is increasingly under pressure to go beyond the implementation of policies and procedures and to produce results (Cankwo *et al.*, 2015). Because of its considerable procurement power, public procurement is becoming more and more important in the trade negotiation agenda of the World Trade Organization and in bilateral preferential trade agreements (Kutlina-Dimitrova & Lakatos, 2016). The concept of value for money (VFM) encourages governments to deliver Mega projects by using Private Finance Initiative procurement method. According to Asare & Prempeh, (2016), value for money (VFM) is derived from the optimal balance of benefits and costs on the basis of total cost of ownership.

In Ghana the Public Procurement Act, (2003) is established on the five (5) basic pillars namely: comprehensive, transparent, legal and institutional framework; clear and standardized procurement procedures and standard tender documents; independent control system; proficient procurement staff; and anti-corruption measures. However, value for money notion does not necessarily mean that a tender must be awarded to the lowest tenderer (Civil Service College, 2010). Value for money in public procurement is achieved through pursuing the lowest whole of life cost, clearly defining relevant benefits and delivering on time. Preventing waste and fostering competition, transparency and accountability during the tendering process are key conditions to achieving value for money (Theobald, 2016).

Kenya's public procurement performance can only be improved by reviewing current legislation to encourage the effective use of technology in procurement process management, the development of long-term buyer-supplier relationships, and stakeholder engagement through training and sensitization on how to conduct ethical procurements. (Amemba *et al.*, 2013). In Uganda's local governments, citizen-driven methods (CDMs) should be employed to address public procurement corruption.(Basheka *et al.*, 2015). According to Aimable *et al.*, (2019) value for money is characterized as balance of the three E's that are; Efficiency, Effectiveness and Economy where by efficiency is defined as delivering the same level of output at the lowest possible cost or increasing output at provided inputs or minimum for a given output while maintaining quality; effectiveness refers to when the desired quality or outcome has been reached; and economy refers to the act of reducing costs while

preserving quality or when the resources have been acquired in the appropriate quality and quantity.

In Tanzania, as a developing country, local governments are considered as critical providers of public services in sectors such as education, health, water, infrastructure, and financial transactions (Matto, 2017). Technically, procurement of commodities, works, and services accounts for 70% of state budget spending (PPRA, 2011). Value for Money concept is one among the main pillar of public procurement that ensures value is achieved during procurement transactions utilizing public funds. The Public Procurement Act (PPA) No. 7 of 2011 and its amendments of 2016 mandates public procuring entities to ensure best value for money in their undertakings (URT, 2011).

On the same basis, Huka *et al.* (2014) analysed procurement procedures in Tanzania's local government authorities revealing weaknesses in the preparation of tender documents and ineffective tender planning. The law requires procuring entities to comply with procurement rules and achieve value for money. In relation to this, regulation 4 of Public Procurement Regulations (PPR) of 2013 requires entities to make the best possible use of the public funds. The Procuring Entities (PE) in Tanzania are required to comply with the law on one hand and realise the best performance in terms of value for money on the other. More importantly, one of the indicators used by the Public Procurement Regulatory Authority (PPRA) to assess the procurement compliance of public entities in Tanzania is the tendering process (PPRA, 2019).

Value for money in procurement is the concept which is used to evaluate whether a firm has attained the benefit that is maximum from the products and services it obtains and or offers, within its available resources (Mamiro, 2010). All public procurements for goods and services, including works, shall be based on value for money, with adequate consideration for propriety and regularity. This is crucial because it is critical for achieving resource effectiveness, efficiency, and cost control. (Keith *et al.*, 2016).

Public procurement has a significant impact on economic development in regions and localities. (Peck & Cabras, 2011). In the overall procurement practices and process in numerous undertakings, value for money serves as a remedy for ensuring monitoring, management, and administration of public resources. (Vitaseket *al.*, 2016). High efficiency is one of the important goals of public procurement (Wang *et al.*, 2020). (Barnett *et al.*, 2010) Value for Money indicates a desire for greater openness and

accountability in the use of public funds, as well as a desire to get the most out of the resources available.

Value for money isn't only about getting the best deal on goods, services, or employment; it's also about striking the right balance between overall ownership costs and benefits. Quality, cost, and time can all be used to determine value for money, which means getting an item at the desired quality, on time, and for the lowest possible price. (Etse & Boateng, 2016)

To keep up with the progress of Information and Communication Technologies (ICT), to embrace world-class professional practices, to increase performance, and to gain better value for money, most emerging countries have changed their public procurement procedures. Organizational, market, legal, technological, and political barriers have impeded the adoption and execution of procurement processes, notably in government procurement and donor-funded projects. (Huka *et al.*, 2014).

The Public Procurement Act of 2011, as updated in 2016, appears to require public institutions to strive for the highest possible level of equity in the performance of their duties, taking into account the need to obtain value for money in terms of price, quality, and delivery while adhering to set specifications and criteria. Also, under Regulation 369 (2) of PPR, 2013 as amended in 2016 it is stated that the contracting authority shall not proceed with the procurement phase of solicited PPP or private sector participation project if the feasibility study indicates that the proposed project wasn't to deliver value for money or improve the quality of the public service.

(Nditi, 2014) According to the Tanzanian government, public procurement accounts for over 75% of the total yearly development budget, and is growing each year. As a result, procurement must place a greater emphasis on achieving value for money, as public procurement receives a larger share of the annual budget. Furthermore, based on political intervention with procurement duties, particularly in local authorities, unrealistic plans, budgets, and estimated costs, late delivery/completion of the contract, irregularities, fraud, and corrupt practices, procuring organizations in Tanzania do not achieve value for money in their procurement activities.

Local governments have indeed been given the right to conduct out procurement duties on behalf of Ministries in order to perform government fundamental functions such as purchasing goods, works and services (consultancy and non-consultancy) in line with

procurement practices, rules, and policies (PSRP, 2008). In public procurement, value for money is achieved through pursuing the lowest total cost of ownership, clearly defining relevant advantages and delivering on schedule. During the tendering process, preventing waste and fostering competition, as well as transparency and accountability, are critical criteria for delivering value for money. (Asare and Prempeh, 2016).

Despite the Tanzanian government's efforts to adopt public sector reforms to improve performance, critical products and services, as well as poor quality goods and services are partially provided. As it is neither supplied or not that public procurement remains insufficient attributing itself to incompetence, preferences, political meddling and influence are all examples of ruined practices (CAG, 2018). So far the past studies have not focused on effectiveness of procurement procedures in achieving value for money in local government authorities. Therefore, this study intends to fill this gap through assessing the procurement procedures in local government authorities and achievement of value for money.

Public procurement must be built on the concepts of "Value for Money" and sustainability because of the cost implications inherent at various points throughout the process, from need identification to contract management and termination. (Mamiro, 2010). To guarantee that, public procurement is focused on obtaining value for money through provisions compliance, like; Public Procurement Act (2011) established 13 legal bases for attaining value for money including sections 45 and 58 of the Act and rules 4, 48, 63, and 122 (1) of the 2005 Public Procurement Regulations (2013). These requirements compel Procuring Entities (PEs) to plan their procurement in order to avoid the misuse of public funds while also maintaining openness, competitiveness, and justice.

2. METHODOLOGY

A case study design was adopted in undertaking the study due to time constraints and other resources available for accomplishing the same. The design enabled researcher to have an in- depth understanding of the effectiveness of procurement procedures in local government towards achieving value for money. The study involved quantitative and qualitative where case study wouldn't allow generalization but conclusions within the case are possible.

The study was conducted in Tanzania, Kilimanjaro region a public institution in the category of the Local Government Authorities engaging in the procurement of goods, works, services and management of the subsequent contracts as required by the PPA 2011 and its PPR of 2013 and 2016 Amendments. The study targeted the population of 245 respondents who are public service employees with different responsibilities of regional administration and local government authorities. The study used sample size of 111 determined by Yamane (1967) statistical formula who normally initiate procurement, decide and evaluate procurement of goods and services. The study used purposive sampling procedure as well as a non-probability sampling technique aimed at personnel involved in purchasing decisions making. To ensure study validity distributed research tools to expert researchers and test filling in was assessed as well as receiving expertise opinions for more improvement of content

Cronbach's Alpha Reliability test was performed as an indicator of the stability and consistence which the instrument measure. The concept helps to assess the goodness of a measure of internal consistency where the Cronbach's Alpha Reliability coefficient was found to be equal to 0.75. The quantitative data was arranged and analyzed in descriptive analysis and Multiple Regression Modelling (MRM) was performed using Statistical Package for Social Sciences (SPSS).

3. FINDINGS AND DISCUSSION

This part delivered analysis of results and discusses results and findings of the study received through data collection approaches in the field of study. It provides answers to the research questions developed before the research was done. Collection of data included the use of survey questionnaires to the respondents as well as the interviews to the respondents. In general, data analysis involved the use of multiple linear regression model. Further, it was revealed that the type of the employed institutional factors contribution suggestively affected value for money in procurement. The major findings are as explained hereunder.

3.1 The influence of institutional factors in ascertaining value for money.

The institution factors necessary for enforcing procurement procedures are; budgetary allocation, internal controls capability and information technology in application capability in assurance of compliance to the procurement procedures and value for money ascertainment. Respondents were asked to rate their agreement with the provided statements whether they agreed, remain neutral or disagreed whether the

obligatory procurement procedures statements were practiced and their significance on value for money procurement facilitation in Local Government Authorities.

The findings displayed in table 1, shown that majority of the respondents agreed by 70.1% that annual procurement plan and budget allocation aligned with organization needs. Information factors in support of procurement practices are impliedly practiced by firstly having active plans which are adhered to. This implies that plans are at their place and was adhered by the Local Government Authorities. These findings are sustained by, Mamiro, (2018) who argued that Public Procurement Audits in Tanzania are singling out absence of Annual Procurement Plans (APPs) in most Procuring Entities (PEs) as of major factors driving procurement costs and thus rendering achievement of value for money a distant dream. These findings are supported by key informant interview;

“...complying with conventional procurement procedures is crucial as the profession is rules and regulation driven which guides us across the entire country. All the same Tanzania we have the PPA, 2011 and PPR, 2013 & 2016 Amendments, every country have guides customised to their respective environment... Regular meetings were also carried down between execution committees/organs in order to track progress and streamline other implementation activities...” Key informer, Moshi Municipal Council, August 4, 2022

Also, the findings in table 1, shown that majority of the respondents agreed by 66.5% that the annual procurement plan and budget allocations identify the procurement procedures to be used for tenders. This is the reality that the annual procurement plan should state requirements as well as acquisition method among the standard procurement methods where all methods have steps to be followed. This implies that annual procurement plan and budget allocations have an important role to play in proposing agreed procurement procedures as well as necessary paperwork the contract should be managed. The findings are supported by the audit done by PPRA (2019) which revealed solicitation documents used in the procurement of materials were not as per the issued guidelines; the documents missed necessary information relating to the tender; and the evaluation criteria provided in the solicitation document were ambiguous. In some instances, the required approvals as required by the Ministerial Guidelines, rules and regulations (2011, 2013 and 2016 amendments) were hardly

obtained either from Tender Board or Chief Executive Officer of the respective procuring entities thus from then there would have been adjustments.

The findings also, presented in table 11, shown that majority of the respondents agreed by 70.0% that internal controls are capable of enforcing adherence to the procurement procedures accordingly. This implies that the entities has internal measures capable of imposing compliance such as internal audits reports, internal evaluation meetings, pre-audits before making payments and others. However there are observable challenges as collaborated by one of the key informants;

“...of course we have our internal controls which reminds us on the sidestepped issues before, during and after procurement contract which are capable enough and well informed. They usually come up with a number of issues during evaluation meetings which are merely resulting from low procurement awareness among administrators and political figures who often give orders..., sometimes we had goods or services provided through their orders then the issues of compliance with rules, regulations and procedures is left to practitioner to retrospect!” Key informer, Same District Council, August 10, 2022

The results shown in table 1, shown that majority of the respondents agreed by 64.4% that they believe the IT capability helps the organization attain compliance to the procurement procedures. These findings implies that It capability has facilitation effect towards compliance with procurement procedures. The findings are supported by key informant interview;

“The role played by is actually undebatable, the customization of the IT system to accommodate procurement procedures has effects on compliance because finally its use would lure procurement contracts into electronic compliance.” Key informer, Same District Council, August 8, 2022

Table 1: The influence of institutional factors in ascertaining value for money.

Statements	SA	A	N	D	SD
	%	%	%	%	%
I believe annual procurement plan and budget allocation aligned with organization needs.	32.7	37.4	15.0	7.5	7.5
I am sure annual procurement plan and budget allocations identify the procurement procedures to be used	31.8	34.6	11.2	11.2	11.2
I am sure the internal controls are capable of enforcing adherence to the procurement procedures	33.6	36.4	15.0	7.5	7.5
It is my belief the IT capability helps the organization attain compliance to the procurement procedures	33.6	30.8	15.0	17.8	2.8

3.2 Multiple Linear Regression Modelling (MLRM) Analysis

Multiple Linear Regression Model analysis was conducted in order to determine the relationship between the study independent and dependent variables. Multiple regression analysis was helpful to this study because it allowed the study to determine the presence of significant relationship between independent variables and dependent variable. In addition it enabled indication of relative strength of various independent variable's influence on the dependent variable. The study used multiple linear regression analysis because it is simple to perform, easy to interpret the findings and simple in drawing conclusions as well as recommendations based on the study objectives.

Under model summary, the study conducted regression analysis between institutional factors against the dependent variable (Value for Money) to analyze the goodness of fit as well as significant contribution of the model in this study. The results in the model summary were presented in table 2.

Table 2 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764 ^a	.584	.567	.46887

a. Predictors: (Constant), Average CI, Average IF, Average SC, Average PP

Note: IF = Institutional Factors, PP = Procurement Procedures, SC = Staff competence, CI = Public Procurement legal frameworks

From table 2 above, conclusions were used to evaluate the usefulness of regression model by observing the R Square value or coefficient of determination to demonstrate the input of the independent variable on the dependent variable. Under R Square results, the findings indicated that the R square value = 0.584. This implies that any change of

institutional factors leads to significant change to the dependent variable by 58.4%. Similarly, the Adjusted R Square results (0.567) revealed that 56.7% of value for money is influenced by institutional factors. Generally, R square implied that independent variable explained 58.4% variance of dependent variable where 41.6% remained unexplained and thus value for money is affected by other factors as well.

Table 3 : Table Analysis of Variance

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	31.456	4	7.864	35.771	.000 ^b
Residual	22.424	102	.220		
Total	53.880	106			

a. Dependent Variable: Average VFM

b. Predictors: (Constant), Average IF

Table 3, presents ANOVA results that were used to check the significance or insignificance of the model. The results from regression model revealed that regression model is a good fit for the data; F test = 35.771, p = 0.000, (p < 0.05) which implies that the model reaches statistical significance. This is also called “goodness- of – fit test”. These results implied that the regression model fits the data and that the independent variables had a significant consequence on value for money procurement in Tanzanian Local Government Authorities.

Table 4 : Table Regression Coefficients

Model	Unstandardized Coefficients	Standard Error	t	Sig.	95.0% Confidence Interval for B	Collinearity Statistics			
B	Std. Error	Beta							
Average IF	.756	.112	.853	6.747	.000	.534	.979	.255	3.918

a. Dependent Variable: Average Value for Money

Note: IF = Institutional Factors

3.3 The influence of institutional factors in ascertaining value for money.

The results shows that an average of 67.65% agreed institution factors were in support of value for money procurement. This implies that institution factors like budget and annual procurement plans, internal controls capabilities as well as IT capability displayed significant effect in ensuring value for money in procurement. It refers to how the institutional arrangements towards facilitating procurement procedures implementation towards ascertaining value for money. These findings were in agreement with arguments by, Mamiro, (2018) who contended that Public Procurement Audits in Tanzania are highlighting the absence of Annual Procurement Plans (APPs)

in most Procuring Entities (PEs) as of major factors driving procurement costs and thus rendering achievement of value for money a distant dream placing importance of having these plans for resources allocations.

4.0 CONCLUSION AND RECOMMENDATIONS

4.1 Conclusion

The study concludes that procurement procedures are being considered in Public procurement delivering costs saving, value for money and responsible economy. Thus public sector institutions are considering procurement procedures to accomplish their procurement contracts assignments for the benefits of the organizations and the public at large. Procurement procedures has significance in ascertaining value for money procurement and it is considered to its best ensuring projects delivery although there are challenges attached as highlighted by the findings In tracing the progress made in handling the respective challenges whatsoever the study concludes that moderate progress has so far been realized in resolving the challenges.

4.2 Recommendations

Based on the research findings, the following recommendations have been drawn on the view of promoting and assisting the effective ways of implementing effectively the procurement procedures in procurement practices generally.

The Local Government Authorities and the general Public entities in Tanzania is referred to number of recommendations by this study; the rules, regulations and policy making bodies and the general practice have to be further tightened obliging everyone to comply to procurement procedures.

The legislature needs to improve more the rules and regulations and suggest consequences if the procurement procedures are sidestepped by practitioners or the general administration like introduction of sanctions to entities, personnel and the like. The rules and regulations should also get rid of those who execute assignments deliberately unplanned and impose retrospective compliance of the procedures.

However tightening of rules and regulations does not contribute to fully guarantee for value for money imposition of rigid rules and strengthening of the regulatory frame work alone is nowhere closer to the achievement of value for money; awareness also has definite gaps in the general practice to all concerned with procuring decisions.

The Controller and Auditor General should highlight more on the seriousness of the prevailing problem of sidestepping, political meddling, administrative meddling maverick purchases and the like which are against procurement procedures to raise the general awareness on how to tighten compliance issues.

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