

The Implementation challenges of Public Procurement Act (ACT 663) faced by the Ejisu Government Hospital, Ghana

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ABSTRACT

Keeping with government's commitment to financial discipline, accountability, transparency and ethical conduct, effective management of public procurement to obtain value for state spending is paramount. This forms part of the reasons for the introduction of the Public Procurement Act 663 in Ghana to regulate public spending. However, this measure has been plagued with some difficulties in corruption, bureaucracy and general delays in the procurement processes. The study basically aimed at assessing the challenges associated with the implementation of the Act 663 in Ejisu Government Hospital. In all, fifteen (15) respondents were sampled for the study. Both primary and secondary data were used for the study. The primary data was collected using self administered questionnaire, supplemented by interview guide and focus group discussion. The study adopted descriptive to analyse the data collected with the help of SPSS version 16. The study revealed that, the implementation of the Act 663 caused delay in the procurement activities of the hospital. The study also revealed that, key challenges faced by the Hospital with regards to the implementation of the ACT 663 is inadequate qualified procurement officials to handle procurement activities in the hospital. However, the ACT brought some level of transparency in the procurement processes had been enhanced. It was therefore recommended that, the prevailing thresholds set for public entities should be reviewed to higher level to avoid delays in the procurement processes.

Key words: Procurement Act, Ejisu government Hospital, Implementation challenges

Introduction

For about a decade now, procurement has become a households name in government institutions. This is so because the perception people had about procurement as just "buying of items" has change.

Rather it covers the whole process from the initial identification of need for a good or service, through selecting a supplier or partner, receiving the goods or service, managing a contract, achieving the benefit expected, to finally getting rid of an asset or ending a contract.

The Public Procurement Law, 2003 (Act 663) is a comprehensive legislation designed to eliminate the shortcomings and organizational weaknesses which bests the public procurement processes in Ghana; hence the need for the government to address the challenges militating it.

The last decade of the twentieth first century had witnessed massive global revolution in the public procurement in most countries (both developed and underdeveloped countries), Arrow Smith and Trybus (2003). These reforms are in the areas of Procurement Processes, Methods, Procurement organization structure and workforce. Prominent among these countries are Canada in December, 2003. Ghana also in 2003 and Sierra Leone which is still in the process after a civil war, as well as Gambia which has seen some level of success in its procurement reforms.

According to Organization for Economic Cooperation and Development (OECD), government expenditure on procurement is estimated to be US \$2,000 billion in 1996 which represent 7% of world gross domestic product (GDP) and 30% of world merchandise trade (Organization for Economic Cooperation and Development, 2002). In Turkey, the government spends around \$25 billion on procurement only.

Traditionally, the legal framework for procurement activities in the public sector of Ghana was enormously minimal (Westing 1997, Work Bank 1996). Initially it was Ghana Supply

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Commission which was responsible for the procurement of all public goods. Their services were characterized by improper planning for required goods, lack of adequate database and problems in the timely acquisition of funds which resulted in late delivery. As a result of these developments, most public sector institutions decided to conduct their own procurement activities. These procurements were done in a way that will help achieve the value for money.

The government of Ghana in view of these developments started a massive public sector procurement and financial management in 1996. The objective of procurement reform proposal were to (Ministry of Finance 2001) promote national development, enhance harmony with other local and internal laws, foster competition, efficiency, transparency and accountability, facilities ease of procurement administration and ensure value for money in both developed and developing countries. They structured their procurement process such that, they will maximize procurement operational performance in order to achieve Value for Tax Payers Money. This brought about the Public Procurement Act, Act 663 of 2003 in a bid to streamline and harmonize procurement rules, regulations and practices in the public sector.

A study by the World Bank (2003) reported that in Ghana, procurement account for about 50 – 70% of the national budget (after personal emoluments), Thai (2009) has also contributed to this by arguing that Public procurement consumes a substantial amount of public money. In Malawi, it was estimated in 2005 that, public procurement constituted 40% of total expenditure, Uganda also had 70% (Development Procurement Committee, OECD 2005).

The importance of public procurement calls for assessment on how these procurement processes are conducted and the challenges associated with the Act in the public sector in an effort to achieve the main objectives of the reform. It is no news that since the enactment of the Public Procurement Act, (Act 663, 2003) about a decade ago, it has received mixed reactions from key stakeholders. Whilst some see it as a panacea to the numerous problems that bedevils public procurement in Ghana, others also see it to having several loopholes. It is for this reason this research seeks to find out the challenges associated with the process and implementation of the Public Procurement Act, (Act 663, 2003) in the public sector.

Over a decade now since the inception of the Public Procurement Act, which was drafted as a bill in September 2002, passed into law December 31st 2003 and with effect from 27th August 2004, there is no thought indeed it has proven to be a panacea to the numerous problems militating the public sector.

The Public Procurement Law 2003 (Act 663) is a comprehensive legislation design to eliminate the shortcomings and organizational weaknesses. However despite the laudable aims, objectives and achievements of the reform, it appears there are a number of challenges that needs to be addressed. Some of these challenges include lengthy bureaucratic processes in acquiring goods and services. Long delays in payment of monies to contractors and suppliers after the execution of projects or supply of goods. Lack of technical expertise (qualified procurement staff) to steer the procurement functions in the public sector. The Law also does not make provision for emergency procurement. The issues mentioned above have significant impact on achieving the overall aims and objectives of the reform in the public sector and this is of greater concern to the researcher. The research therefore is an attempt to collect data to examine the causes of these challenges and to proffer some solutions to address them.

The objectives of the study are in two parts that is Main objectives and Specific objectives.

Literature Review

Procurement defined

Procurement is defined by (Cole 2007) as the purchase of merchandise or services at the optimum possible total cost in the correct amount and quality. He further reiterated that Procurement can also be simply defined as the procedure in which goods or commodities are bought when prices are low.

The Oxford Advanced Learner's Dictionary (2001) defines procurement as the process of obtaining supplies of something, especially for a government or an organization. Procurement can also be defined as the acquisition of goods, buying or purchase of works, hiring contractors and consultants services (International Bank for Reconstruction and Development Guidelines for Procurement, 2004). Procurement is the acquisition of works, goods and/or services. It is favourable that the goods/services are appropriate and that they are procured at the best possible total cost of ownership to meet the needs of the purchaser in terms of quality and quantity, time, and location.

Corporations and public bodies often define procurement as the processes intended to promote fair and open competition for their business while minimizing exposure to fraud and collusion (Wikipedia, 9th May, 2011). According to the Business Dictionary (2011), "Procurement" is the overall function that describes the activities and processes to acquire goods and services. Importantly, and distinct from "purchasing", procurement involves the activities involved in establishing fundamental requirements, sourcing activities such as market research and vendor evaluation and negotiation of contracts. It can also include the purchasing activities required to order and receive goods.

The Public Procurement Reforms in Ghana

Since independence, Ghana has attempted to address weaknesses in its public procurement process by the passage of several financial and legal instruments. These have come in the form of constitutional, legislative instruments, administrative instructions and financial circulars. In 1960, the Government enacted the Ghana Supply Commission Act which was reviewed later in 1990 by PNDC law 245. In the same year, Contracts Act, Act 25 of 1960 was also passed. In 1976, the National Procurement Agency Decree SMCD 55 was passed by the Supreme Military Council. In 1979, another law, the Financial Administration Decree SMCD 221 was also passed. All these laws, decrees and instruments were meant to provide a comprehensive framework of administrative powers to regulate the activities of procurement within the public sector. Unfortunately, none of these legal frameworks included the establishment of an effective oversight body to oversee the successful implementation of these laws. These procurement regimes, no doubt, led to a system which was characterized by unclear legal framework, lack of harmonized procedures and regulations and unclear institutional and organizational arrangement required in the management of the public procurement process. It became clear therefore that, there was the need to critically examine the processes and procedures of public sector procurement to ensure operational efficiency and institutional capacity to address procurement issues so as to create wealth and reduce poverty.

It is in the light of these challenges that the government after a major review of its public expenditure system in 1993, decided to establish a comprehensive public financial reform programme designed to strengthen its Public Financial Management System. This reform programme known as PUFMARP, became operational in 1995. The objective of PUFMARP was to promote efficiency, transparency and accountability in the public financial management system. A major component of the PUFMARP programme was the Public Procurement Reforms. The Ministry of Finance and Economic Planning in 1999 established a steering committee known as Public Procurement Oversight Group (PPOG) to assist in the design of a comprehensive public procurement reform programme. The group completed one of its major objectives by drafting a public procurement bill in September 2002. The draft bill was finally passed into law on 31st December 2003 and was called Public Procurement Act 2003, Act 663 (Adjei, 2006).

Legal and Regulatory Framework for Public Procurement in Ghana

The basic structure of the legal and regulatory framework of public procurement in Ghana consists of the Public Procurement Act 663 of 2003; Public Procurement regulations, Public Procurement manual; Standard tender documents and Guidelines to assist public procurement practitioners. Figure 1; below illustrate the structure of the legal framework of the public procurement in Ghana. Under Act 663 section 97, procurement regulations are to be issued by the Minister of Finance and the Public Procurement Authority. They contain detailed rules and procedures for all aspects of the procurement system; the operations of the Public Procurement Authority and the procurement entities and the conduct of procurement activities (Public Procurement Board, 2007).

The Public Procurement Act 663 of 2003

The Public Procurement Act, 2003 (Act 663) sets out the legal, institutional and regulatory framework to secure fiscal transparent and public accountability in Ghana's procurement system. The Act establishes five basic principles upon which the public procurement is based (World Bank, 2003). These pillars are: the legal and institutional framework; standardized procurement procedures and tender documents; independent control system; proficient procurement staff; and anti-corruption measures. The objectives of Act 663 are to harmonize public procurement processes in the public sector so as to secure judicious, economic and efficient use of public

resources and to ensure that public procurement is fair, transparent and non discriminatory. The Act applies to procurement financed wholly or partly from public funds for the procurement of goods, works, services, contract administration and procurement financed by loans or funds contracted by the government of Ghana, including foreign aid and donor funds. It also applies to disposal of stores and equipment. The Act 663 however has some exceptions and does not apply to some situations such as: where the Minister decides that alternative procedures are in the national interest; where a loan or funding agreement specifies alternative procedures; and stores management or distribution.

The Public Procurement Act establishes bodies such as the Public Procurement Board (PPB), Entity Tender Committees (ETCs) and Tender Review Boards (TRBs). It specifies outlined rules for procurement methods, procedures, appeals by tenderers and disposal of stores. It defines offences and applicable penalties. It also specifies procurement thresholds in schedules to the Act. It also authorizes the issues of regulations, which are enforceable under the Act. The Act mentions the roles of various institutions such as the central management agencies; Ministries, Departments and Agencies (MDAs), subverted agencies and governance institutions. Others includes state owned enterprises; public universities, schools, colleges and hospitals, the Bank of Ghana and financial institutions owned or where government is a majority shareholder as well as institutions established by Government for the general welfare of the public.(Republic of Ghana Public Procurement Act, Act 663).

Challenges of Public Procurement Act 663

The challenges to the institutionalization of national laws are pervasive in developing countries, Ghana not being an exception. This has made public procurement not to have a strategic impact on the management of public resources in most developing countries. Among the major challenges facing the Public Procurement Act (PPA) 663 is the fact that the PPA does not provide any role for civil society and the media in the public procurement process. Given the importance of civil society and the media in monitoring of public activities generally it is inappropriate that the law that has as its main objective to achieve a judicious, economic and efficient use of public funds through fairness, transparency and non-discrimination methods did not assign any specific role to civil society in the procurement process.

Also, the PPA does not provide for the use of modern Information and Communication Technology in the practice of public procurement in Ghana. Moreover, the Act allows sole sourcing and restricted tendering as they exist in the PPA presently, these sub competitive methods are perceived to be sources of corrupt practices despite the conditions provided by the law for their use including prior approvals by the PPB and also it fails to set out in clear terms the principles of integrity in public procurement.

The PPA provides for a margin of preference for domestic bidders. Under section 60, domestic suppliers and contractors may be given some preferential treatment upon approval by the PPA. But it is feared that giving advantage to local firms could perpetuate inefficiency and increased cost by compromising the principles of open competition and value-for money.

The PPA does not lay appropriate emphasis on code of ethics and conflict of interest policy in public procurement and fails to provide detailed government-wide ethical standards that define private interests in relation to public interest. Unfortunately, the law only mentions code of ethics in passing and leaves the details to be provided by the PPA without a guide.

There are inconsistencies in the rules relating to the timing and mode of advertising the National Competitive Tendering solicitation documents. As the law stands, there is no time provided for the publication of the document neither is there any rules on how to publish it.

The Act 663 is also silent on such emerging public procurement concepts as Public Private Partnership (PPP) and Framework Agreement. Moreover, it does not provide for the identification, detection and treatment of abnormally low tenders. It is also clearly obvious that the Act has no antidote for the lack of capacity syndrome and up to date the public procurement system of Ghana does not have capable procurement professional class in sufficient quantities to ensure efficiency in the procurement function. In the MDAs, project management is still assigned to officers who are not necessarily trained in procurement (Anvuur, Kumaraswamy, 2006).

According to the Country Procurement Assessment Report (CPAR) of Ghana produced in 2003, most staff members of Ministries, Departments and Agencies (MDAs) and District Assemblies (DAs) responsible for procurement were not procurement-proficient, even though they have been trained (World Bank

2003). Moreover, absence of tender boards at district assemblies because they cannot secure professional participants (such as MPs, procurement professionals, Lawyers and engineers) particularly in rural areas is another major challenge of the Act. When this happens, decisions are pushed up to regional or national bodies, directly contravening the drive to decentralize government as outlined in the Ghanaian constitution (ISODEC).

The procurement process is also complicated because of the size and bureaucratic nature of government leading to loss of money through over spending. (Weele, 2001) and increases government expenditure (World Bank, 2001). Political interference within the procurement process poses a major challenge to the implementation process and public procurement reforms. A good number of politicians think that they have the right to intervene in the procurement procedures thereby leading to capricious procurement decisions (World Bank, 2004). Furthermore, the public procurement system is fraught with a lot of corrupt practices such as overpricing of goods, works and services by bidders as well as lack of adequate procedures and monitoring processes, lack of adequate financial resources, non-compliance with some provisions of the Act, and poor records management by entities (PPA Annual Report, 2008).

Organisational profile and Methodology

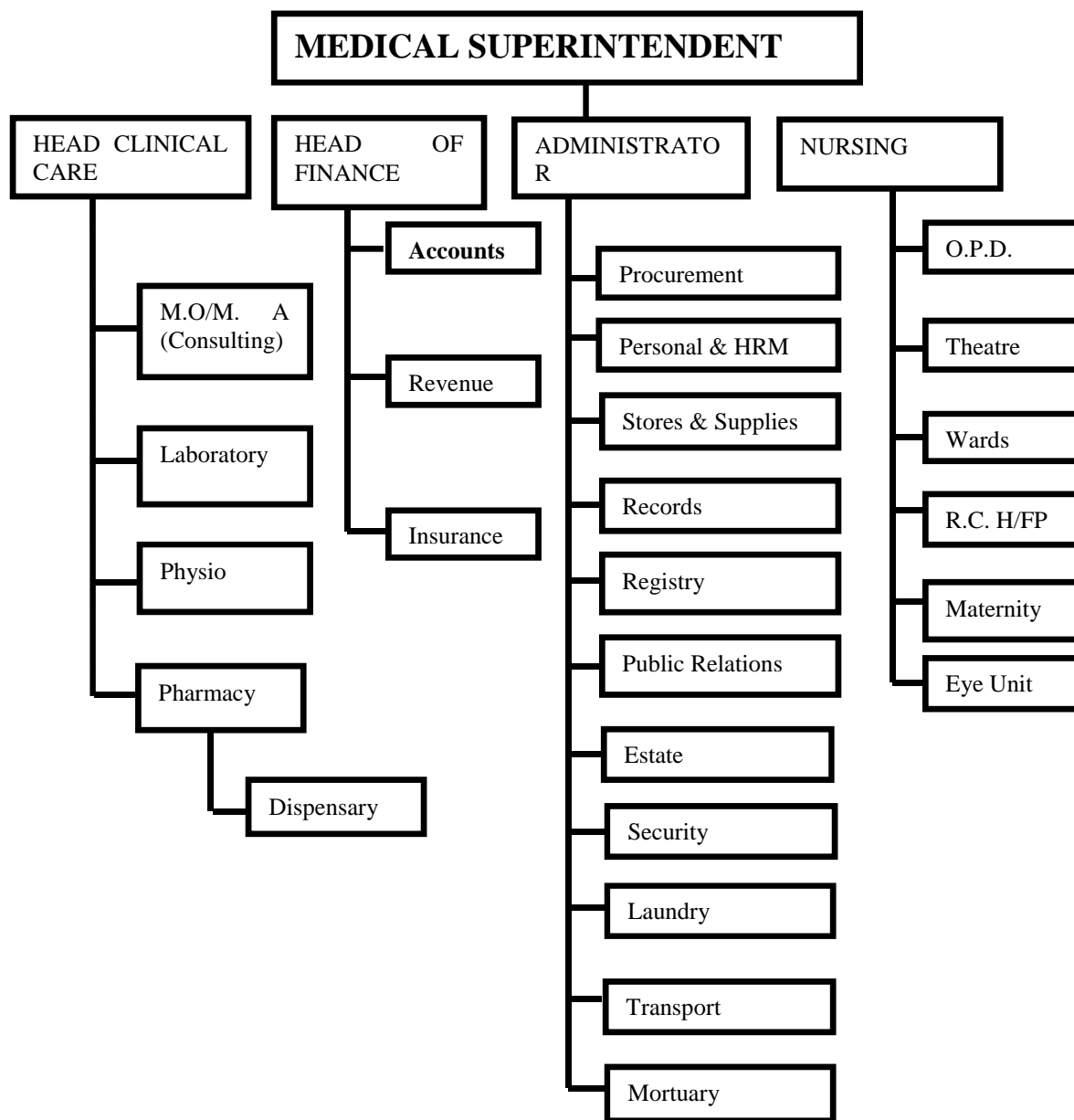
Organisational Profile of Ejisu Government Hospital

The Ejisu Government Hospital is located in the Ejisu-Juaben municipality in the Ashanti region. The sub municipal comprises of Ejisu, Apromase, Femasua, Bonwire, Tikrom and Besease, which has a population of about 179,376.

The hospital was initially called Ejisu Health Center established in 1987 with the aim of providing basic health care for the community and its immediate environs. But after decades upon decades as the years went by, population increased and there was a lot of pressure on the facility. In the year 2010, the facility saw a face lift from a health centre to a standard hospital providing these services such as Surgery & Obstetric Management, Maternal & Reproductive Health Services, Laboratory & Scanning Services, Pharmaceutical Services, Eye Care Services, Dental Services, ENT Services, Psychiatric Services, General Administration and many others for the whole district and beyond. The name was changed from Ejisu Health Center to Ejisu Government Hospital in the year 2010.

The organizational chart of Ejisu Government Hospital shown below clearly defines the organization's characteristics to enable both employees and external bodies to identify the make-up of the organization.

JISU GOVERNMENT HOSPITAL ORGANISATIONAL CHART



Source: Researcher’s Field Study, 2014

It identifies the various functional heads (CLINICAL CARE, FINANCE, ADMINISTRATOR and NURSING) and under each heads the various departments and units clearly demonstrated. By clearly outlining the structure, it makes it easier to identify who to report to, who is responsible for what and who to report to, making it clear in the command chain.

Methodology

Source of Data

To be able to determine the challenges of the public procurement act, act 663, data were collected from both primary and secondary sources. Selected employees working in the procurement department and staffs at the

hospital considered for this research were sampled for the study. Primary data for the study was collected via well structured questionnaires. This was supplemented with interview guide and focus group discussion. The questionnaire is self administered by the respondents

Data Analysis and Presentation

Qualitative and quantitative data has been analyzed by means of the statistical package for social services (SPSS) and Microsoft excel. This is necessitated by the fact that the analyzed quantitative data ought to be presented by graphs to give a quick visual impression of what it entails. SPSS, which is software specially designed for processing data into a pictorial form, has therefore seem essential for this study. The result of the analysis was presented using using charts and frequency distribution tables.

Results and discussion

Background and Characteristics of Respondents

This section describes the demographic features of respondents. A total number of 15 questionnaires were used for this research and all were retrieved and valid for the data analysis giving a response rate of 100%. The demographic features in terms of gender; age and educational level were analyzed.

Table 1: Socioeconomic characteristics of the respondents

| Characteristics | Sub-level | Frequency | Percentages |
|--|--------------------|-----------|-------------|
| Gender | Male | | 66.7 |
| | Female | | 33.3 |
| Age | 18-30 years | | 40.0 |
| | 31-45 years | | 33.3 |
| | 40-60 years | | 26.7 |
| Educational level | Secondary | | 20.0 |
| | Tertiary | | 66.7 |
| | Professional | | 13.3 |
| Follow procurement process | Yes | | 40 |
| | No | | 60 |
| Goods acquisition duration | 1-3 months | | 40.0 |
| | 4-6 months | | 46.7 |
| | 7 and above months | | 13.3 |
| Does duration affect hospital activities | Yes | | 80.0 |
| | Not really | | 20.0 |

From Table 1 10 of the respondents representing (66.7%) were males whilst 5 of the respondents representing (33.3%) were females. This shows that majority of the procurement work force at the Ejisu Government Hospital were heavily dominated by males.

The age distribution displayed in Table 1 shows that, majority of the respondents were within the age interval of 18-30 years. This was closely followed by ages between 31-45 and then followed by ages between 46-60. This shows that majority of the procurement staffs at the Ejisu Government Hospital were in their youthful and productive age group.

The highest qualification of respondents was further analyzed. This information was used to find out the level of education attained and how this could influence their responses. The results indicated that, 10 respondents (66.7%) possessed professional qualification, 3 respondents (20%) possessed secondary qualification whilst 2 respondents (13.3%) possessed tertiary qualification. This shows that, all respondents were educated and could give an assessment of the challenges actually facing the Institution with regards to the public procurement Act.

The chart above depicts that 60% of procurement staffs were of the view that not all the procurement processes were followed before acquiring goods and services and award of contracts. On the other hand 40% of them were of the view that all the procurement processes were adhered to during the award of contracts and the acquiring of goods and services for the hospital. The underlined word here is, were “all” the procurement processes adhered to?

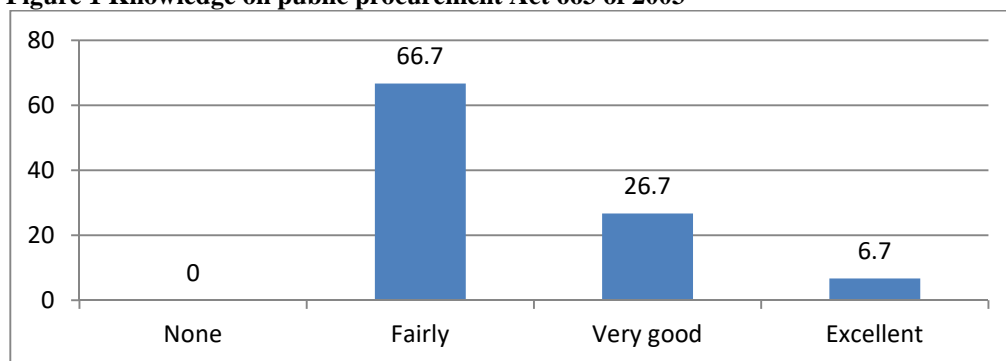
The research shows that it takes 4-6 months before goods and services procured are delivered most at times and also sometimes it takes 1-3 months for goods and services to be delivered to the hospital for usage. On real occasions the hospital would have to wait for 7 months and above to receive consignments.

Furthermore the research seeks to know whether the duration it takes for goods and services to be acquired by the hospital for usage negatively affects the day to day activities of the hospital. The chart shows that as much as 80% of the respondents were of the view that the duration it takes for the hospital to acquire goods and services greatly affects the activities of the hospital negatively. Whiles 20% of them think that the duration is not much of a problem to the day to day activities of the hospital.

Basic Knowledge on Public Procurement Act 663 Of 2003

Respondents were asked how much they knew about the public procurement Act. With reference from the Figure 1 shows that 66.7% had a fair knowledge on the Act. 26.7% also had very good knowledge on the Act whiles 6.7% of the respondents had excellent knowledge on the Act. The outcome of the research depicted that at least every procurement practitioner of the Ejisu Government Hospital had some sort of basic knowledge on the public procurement Act.

Figure 1 Knowledge on public procurement Act 663 of 2003

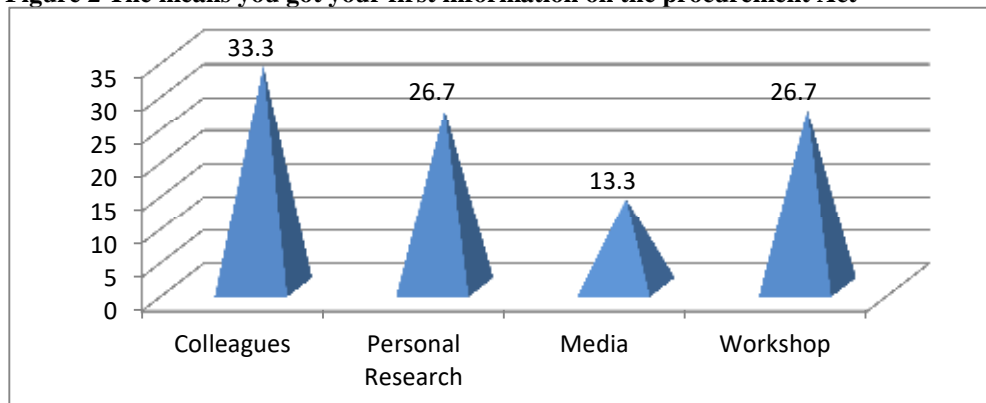


Source: Writer’s field survey; July 2014

How You Got Your First Information on the Public Procurement Act 663, 2003

The research further went ahead to know how respondents first got information on the public procurement Act. This was aimed at knowing how respondents get information on the Act. The research showed that 33.3% of respondents had their first information from colleagues. 26.7% by personal research and another 26.7% through workshop and 13.3 through the media.

Figure 2 The means you got your first information on the procurement Act

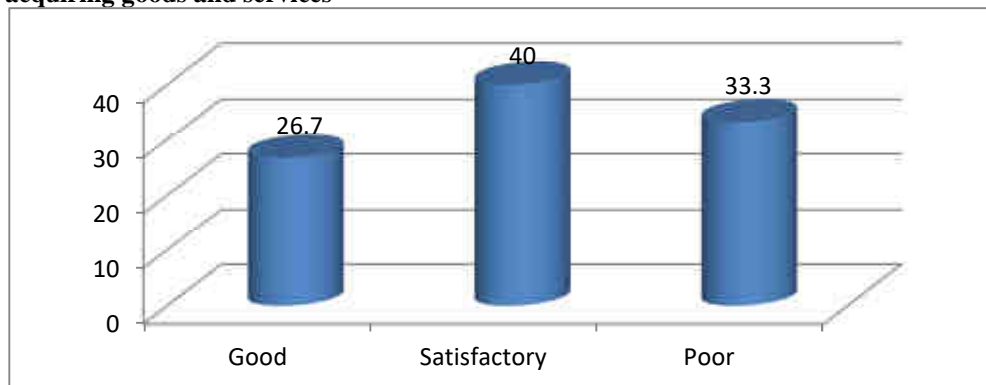


Source: Writer's field survey; July 2014

The Extent the Procurement Act 663 Has Been Enforced in Terms of Awarding of Contracts and Acquiring of Goods and Services

The main aim of this work piece is to fish out the challenges facing the public procurement Act. It was discovered that 40% of respondents were of the view that the Act was satisfactorily enforced while 33.3% were also of the view that it is poorly being enforced and 26.7% of the respondents also were of the view that the enforcement of the public procurement Act was good in terms of awarding of contracts and acquiring of goods and services for the hospital.

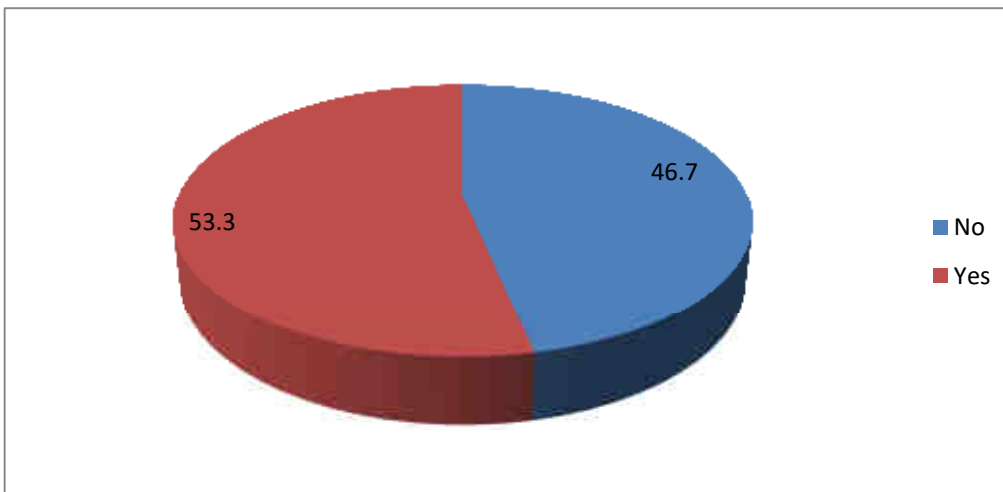
Figure 3 The extent the procurement act 663 has been enforced in terms of awarding contracts and acquiring goods and services



Source: Writer's field survey; July 2014

Basic Knowledge about the Objectives of the Public Procurement Act 663

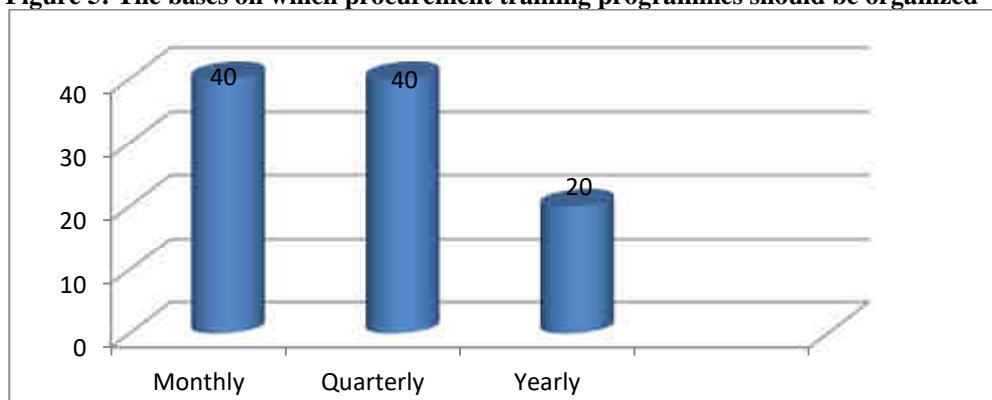
Figure 4. Basic knowledge about the objectives of the PPA 663 by practitioners



The research wanted to know whether procurement practitioners had a fair knowledge about the objectives of the public procurement Act. The chart indicated that 53.3% of the respondents did have a fair knowledge about the Act. While nearly half as much as 46.7% of the respondents had no knowledge on the objectives of the public procurement Act.

Bases on which Procurement Training Programmes should be Organized

Figure 5: The bases on which procurement training programmes should be organized



Source: Writer's field survey; July 2014

The research wanted to know from the views of the respondents how often would they like training programmes to be organised for them. 6 of the respondents representing 40% were of the view that it should be monthly, another 6 of the respondents also representing 40% held the view that it should be quarterly while the other 3 respondents representing 20% were of the view that it should be on yearly bases. The research clearly showed that all the respondents needed training programmes to be organized for them at one point or another.

The study revealed that, it takes four to six months for goods or services to be acquired into the institution for most of the consignments procured. In some cases it takes seven months and over depending on the product in question. The outcome of this research makes it clear that this process negatively affects the day to day activities of the hospital. For an institution like the hospital which are faced with emergency cases every now and then, it will be appropriate for the institution to have to a system in place for backup every time also from the research,

there was the need for the Act to make special provision for institutions who provide essential services such as the hospital to be able to procure goods and services without having to go through such a lengthy bureaucratic process due to the nature of the services they provide.

The research showed that majority of the respondents had just a fair idea about the public procurement Act but not into details. This does not end there most of these respondents had their first hand information on the Act through their colleagues which is not so good for the growth of the worker in their profession as procurement practitioners. The positive thing is that all the respondents had at least some sort of knowledge on the public procurement Act. It was further revealed that the institution would have to be organizing workshops for its procurement staffs on the public procurement Act to broaden their knowledge base on the Act.

Inferring from the research carried shows that the sector was lacking the services of qualified procurement personnel. As much as 80% of the respondents were of the view that the institution did not have enough qualified procurement personnel. The research revealed that the institution needs to organize procurement training programmes quarterly or on yearly basis to ensure procurement personnel in the institution possesses high standard of professionalism to address the question of right calibre of personnel handling procurement activities. Moreover respondents indicated that, the Act should make provisions for their qualification, position and appointment.

Conclusions

Based on the findings of the study, it can be concluded that, procurement practitioners at Ejisu Government Hospital were all abreast with the existence of the public procurement Act and majority of the working force were also youth who are in their productive stage. It can also be established that with the basic knowledge in the procurement Act, practitioners have become more aware and familiar with various procurement process and procedures which has resulted in a much more efficient way of getting things done in the institution prior to the enactment of the law. This concludes that, the public procurement Act, 2003 (Act 663) has been adhered to proffer solutions which in the view of this study attained some level of compliance. It can further be established that, the hospital needs to put in stringent measures to ensure the full implementation of the Act. In spite of the achievement of these presumed efficiencies in the Ejisu Government Hospital, it can be concluded that there were some challenges associated with the Act in the institution. This included inadequate qualified procurement practitioners and professionals to effectively execute procurement activities although measures were put in place to ensure that practitioners' skills were regularly upgraded and possessed high standard of professionalism.

Recommendations

On the basis of the discussions, findings and the conclusions, the following recommendations are hereby coined to tackle the challenges associated with the Act. Although Ghana has made significant efforts in her procurement reforms which have been applauded all over by the World Bank and other recognized bodies, there still remains room for improvement. The researcher recommends that, public institutions should recruit qualified and proficient procurement personnel, and regularly train them to become well vested in the execution of public procurement activities. Officials involved in procurement should be well motivated, and their salaries and remunerations should be reviewed to reflect their qualifications and positions so as to refrain themselves from corrupt activities. Also, Public Procurement Authority (PPA) should tighten up their quest in monitoring and supervision of public procurement activities to ensure adequate degree of transparency and adherence to the Act 663 by public procurement officials and institutions. The researcher also recommends that, the prevailing thresholds set for public entities should be reviewed to a higher level as the thresholds as they stand now are very low. Thus, the heads of entities should negotiate with PPA to consider reviewing the thresholds to the level of the entity threshold so as to avoid the situation where the regional or the national review will not affect the procurement process that causes delay in procurement activities and emergency situations. Moreover the PPA should consider factoring the qualifications, positions and appointment of procurement personnel in the Act in order to enhance efficiency and professionalism as well as reduce the cost of training personnel who have little or no qualifications at all.

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