

Research Paper

Determinants of Transparency on Procurement Performance in Tanzanian Local Government Authorities

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Abstract— The study aimed at assessing the determinants of transparency on procurement performance in Tanzanian Local Government Authorities (LGAs). The study used the following specific objectives: to examine the extent to which fair and equitable procedures influence procurement performance in Tanzania LGAs, to examine the extent to which free access to public information influence procurement performance in Tanzania LGAs and to establish the extent to which the firm debriefs all its unsuccessful suppliers. Interview, documentary review and questionnaires were used as the methods in data collection. The Statistical Package for Social Sciences (SPSS) computer software version 22 was used specifically for the purpose of analyzing the quantitative, while qualitative data were analyzed through content analysis. It was discovered that all parties involved in the procurement processes like contractors, suppliers and service providers and the public at large have the access of getting the information, unless there are valid and legal reasons to keep certain information confidential. In this aspects, contractors, suppliers and service providers must get these information through mass media of wide circulation, PPRA website portal (www.ppra.go.tz), the announcement should contains enough details information for interested contractors, suppliers and service providers to understand it in order to determine if they are qualified to compete. The study concluded that the study concluded that transparency influences organization performance in LGAs. The study concludes that transparency on the procurement procedures in LGA which is fair and equitable influences procurement performance as per the PPA.

Keywords— Transparency, Procurement, Procurement Performance, Local Government Authorities

1. Introduction

Various commentators on modern systems of governance have professed the principle of transparency as a key factor in promoting good governance. It has been generally known for some time now that public entities are obligated to be transparent not only because the law may require it but also because of the real benefits provided by transparent systems of governance [1]. The significance of transparency is exemplified in the extent to which every significant institution goes to operate a press office in recent times [1]. In public procurement, the principle of transparency has been recognized by legislators, government officials, procurement practitioners, academics and professionals alike as a necessary condition for reducing corruption [2]. But what does public procurement transparency mean. The question to ponder is the principle of transparency that relevant in the system for acquiring goods, services and works for the public? If the principle of transparency is considered relevant and important, why is transparency in a public procurement system not absolute and sometimes difficult to achieve? An attempt has been made to provide answers to these questions in this paper.

Furthermore, [3] argued that public bodies had always been big purchasers that dealt with huge budgets. There is need for transparency in government procurement due to the large amount of money that's involved and also due to the fact that the money comes from the public [4]. Transparency in the context of ethical procurement practice refers to the ability of stakeholders to know and understand the actual means and processes by which contracts are defined, awarded and managed [5]. A key challenge across many developed and developing countries have been to define an adequate level of transparency to ensure fair and equal treatment of providers and integrity in public procurement. Transparency in public procurement bears an immediate cost both for government and bidders. This means being open with all those involved, so that everyone, especially suppliers, understands the elements of the process, that is, the procedures, timescales, expectations, requirements, criteria for selection and so on. Supplier confidentiality should be safe-guarded, and unsuccessful suppliers should be debriefed with as much transparency about the procurement process as can be provided, for example, on the weaker aspects of their tender [6].

From the public procurement point of view, transparency refers to the extent to which procurement stakeholders can access the information about the entire process by which procurement made by the procuring entity is conducted, contact awarded and managed by the respective entity[6];[7]. From this definition it is therefore true to say transparency in public procurement is about accessibility to information. Accessibility to procurement information by the stakeholders and the manner in which such information is used by the interested parties directly affects accountability in the public procurement system [8]. In public procurement, transparency means procurement rules are publicized as the basis for procurement decisions prior to their actual, and more importantly the same rules apply to all bidders.

In essence, transparency encourages open competition, discourages corrupt dealings and other malpractices which impede accountability [9]. The study considered publication of information, existence of procurement audits–internal and external – and management follow ups and actions as the basic elements and evidence of transparency in the procurement process.

Since transparency in the public procurement is about information, then it can fairly be argued that procuring entities must avail to its key stakeholders all information relating to process, decision and management of procurement contracts. The best way to do this is through publication of the said information in the media as required by Reg. 10 (1-2) of the Public Procurement Regulations, 2013. Publication of information is vital as it creates confidence to the citizens who are the tax payers and who would like to know how their money is spent [10]. It is through publication of information relating to its activities that the entity actually interacts with the society in which it operates [11].

Despite the big spending in public procurement, still many procuring entities are not complying with the procurement proceeds and performance procedures as stipulated in the PPA and as per standard guidelines issued by the PPRA [12]. Data available in PPRA Annual Reports and website (www.ppra.go.tz) show that there is huge expenditure through public procurement. For example, in the 2018/2019 FY, 315 procuring entities were awarded about 142 thousand contracts whose total value was Tsh.4.5 trillion which was about 40.5% of the total government budget (TZS) 2018/2019 Budget). These views are also supported by the Controller and Auditor General's Reports which indicates that procurement performance in most of the public entities is still poor as evidenced by non-adherence to procedures, unplanned procurement, procurement without contract(s), and inadequate qualified personnel [12].

Most of the studies looked other principles or determinants in the procurement like value for money, competition, accountability, fairness, integrity, confidentiality, professionalism etc. It is on the basis of this gap that the present research seek to fill this gap by observing transparency as determinant through answering the following specific research objectives as: to examine the extent to

which Fair and equitable procedures influence procurement performance in Tanzania LGAs, to examine the extent to which free access to public information influence procurement performance in Tanzania LGAs and to establish the extent to which the firm debriefs all its unsuccessful suppliers influence procurement performance in Tanzania LGAs.

1.1 Statement of the Problem

Empirical studies on performance of procurement function in the public entities in Tanzania and the region have been carried out and well documented. In both published and unpublished studies, there is consensus that performance of the procurement function in most of the public entities is poor and inefficient [13]; [14]. At the entity level, the procurement system is still characterised by lack of transparency, incompetence, negligence, inefficiency, and misconduct [15], non-adherence to procedures, unplanned procurement, partial or untimely deliveries, and inadequate qualified personnel [16];[17].

Previous studies however, indicate that there is general lack of transparency in the procurement process in several procuring entities and that implementation of the procurement laws and regulations is being hindered by poor information dissemination [18]. Moreover, inefficiencies in the appeal and enforcement mechanisms, inadequate advertising opportunities and lack of clear selection criteria have been cited in the country procurement assessments conducted in Indonesia, Afghanistan, Mongolia, Uganda, and Tanzania. All these suggest that several factors affecting the performance of procurement in the public entities are related to lack of transparency in the procurement process.

Transparency, in the context of public procurement, refers to the ability of all interested participants to know and understand the actual means and processes by which contracts are awarded and managed by the concerned procurement entity [7]. In essence, transparency encourages open competition, discourages corrupt dealings and other malpractices which impede accountability [9]. The study considered publication of information, existence of procurement audits – internal and external – and management follow ups and actions as the basic elements and evidence of transparency in the procurement process

Most of the reviewed studies relied on value for money, competition, professionalism, accountability, confidentiality as ethical issues procurement principles [15]; [19]; [20]; [21]; [22]. However, none of the above studies did not capture issues related to determinants of transparency on procurement performance. This study was guided by the following specific objectives: i. to examine the extent to which Fair and equitable procedures influence procurement performance in Tanzania LGAs.

(ii) To examine the extent to which free access to public information influence procurement performance in Tanzania LGAs.

(iii) To establish the extent to which the firm debriefs all its unsuccessful suppliers influence procurement performance in Tanzania LGAs.

2. Related Work

Transparency can be defined as the process in which everybody involved in procurement process such as contractors, suppliers and service providers and the public at large have the access of getting the information, unless there are valid and legal reasons to keep certain information confidential. In this aspects, contractors, suppliers and service providers must get these information through press, internet portal, electronically etc, the announcement should contains enough details information for interested contractors, suppliers and service providers to understand it in order to determine if they are qualified to compete, most especially the solicitation documents must be made widely available at a reasonable cost or even free of charge. This means, for public procurement to be acceptable to all stakeholders it should be seen to be public, transparent and objectivity [23].

Furthermore, the public procurement manual of USAID suggested that, in public procurement, all the interested parties such as contractors, suppliers and service providers must have an ability to understand and know the actual methods and by which contracts are awarded and managed. It further represents a key pre- condition to promote wide participation in procurement [24].

Transparency is very important in projects because it ensure that all stakeholders are fully informed and consulted about all issues for example road construction projects because it is very important that the affected population at large be allowed and indeed encouraged to participate in the process and thus transparency requires that the government or project agency (the principal) voluntarily and proactively provide full public information through the electronic media and print about the potential options, plans, programmes and designs. Various countries of the world such as Mexico, Colombia, Chile, South Korea and New Zealand nowadays place their entire procurement system such as procurement opportunities, relevant laws and procedures, bid documents and the results of the tenders on the internet and allow free access to everybody who wants to see the information. Pakistani is a good example where by the bid evaluation reports and contract information are put on the internet as soon as the contract has been awarded. The main aim of this transparency is to ensure and enable anybody to check on a real time of the contracts are offered by the principal at a given time, under what conditions, who the competitors [25].

In the perspective of determinants procurement practice, the word transparency means that the ability of stakeholders to know and understand the actual means and processes by which contracts are defined, managed and awarded, but a major challenge in many countries especially those in Sub-Saharan countries including Tanzania have been to define an adequate level of transparency to ensure equal treatment and fair of providers and integrity in public procurement

In procurement, transparency necessitates all contractors, suppliers and service providers to be treated fairly and even handed at all stages of the procurement process. Meaning that, being open with all those involved such as contractors, suppliers and service providers, so that everyone understands the elements of the processes such as procedures, timescales, requirements, expectations, criteria for selection and etc. It is through this variable of transparency that contractors, suppliers and service providers confidentiality to be safeguarded and unsuccessful contractors, suppliers and service providers be debriefed with as much transparency about the procurement process as can be provided for example on the weaker aspects of their tender.

Hence, there is a need for transparency to be saturated at all steps in the procurement cycle, from the earliest decision making by the respective authority about a new purchase or investment throughout the entire process of preparing the project economically and technically, the selection of the consultants, suppliers or contractors, the awarding and execution of the contracts and the final accounting and auditing phase [25].

On the other hand, transparent process sometimes may be costly at the outset and time consuming, but it is irreplaceable and will, in fact, save time as well as costs in the longer run. For example, projects which were prepared in confidentiality/ secrecy or with severely limited information for the stakeholders, often eventually run into public conflicts/ confrontation or turned out to be contaminated by corruption and are then sometimes held up for years.

In Tanzania, the issue of transparency in procurement is regarded as the most important aspect in business governance and in all types of organizations. Public Procurement Act of 2011 Regulation 10 (1) states that a PE shall maintain adequate records which is written of all procurement, disposal proceedings in which it is involved or selection and such records shall prescribe tenders who have responded to advertisement or were approached to tender or to submit expression of interests or proposal, the successful tenders, the unsuccessful tenders and the reasons.

In the Regulation 10 (2) states that subject to sub regulation (1), the records shall be made accessible to any authorize person or body and part of it, as specified in these Regulations, shall be published in the journal and Tender Portal. Regulation 10 (3) states that without discrimination to sub- regulation, information relating to project particulars shall be made available to the general public in a manner and formats as shall be prescribed in the guidelines issued by the Authority.

The PPA and its Regulations requires or demand this to be done in newspapers, authority website and journal. Therefore, transparency means openness in the tendering process, in this junction; this provides an assurance for both foreign and domestic firms that contracts will be awarded in a fair and equitable manner. The above statement concurred with the study done by [25] who argue that transparency require

government to hold on to higher standards of conduct by ensuring that conduct will be open to inspect or examine. In point of fact, lack of transparency in the laws, rules and public procurement processes may lead to corruption. In the view of [26] revealed that openness or transparency means that the same rules should apply to all works, services and suppliers and that these rules are publicized as the basis of the procurement decisions prior to their use.

a. Conceptual Framework

The framework shows both dependent and independent variables. It is used as a tool in research when assisting a researcher in identifying the variables in his or her study (dependent variable and independent variables).

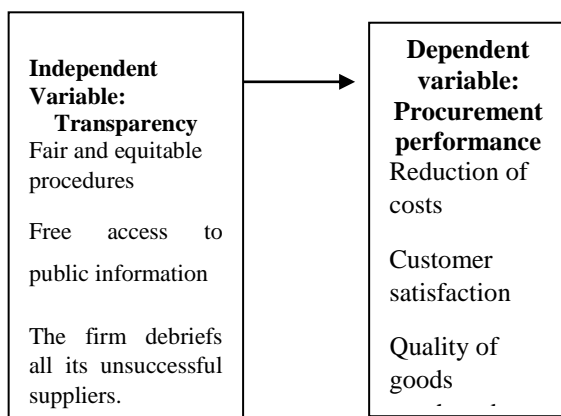


Figure 2.1 Conceptual Framework Model

The conceptual framework in figure 1 showed the determinants of Transparency on Procurement Performance in Tanzanian Local Government Authorities. The framework used in this study consisted of the dependent variable also known as the predictor or criterion variable which the researcher wishes to explain and the independent variables known as the exploratory variables which are the presumed cause of changes in the dependent variable. In this research the independent variables were fair and equitable procedures, free access to public information and the firm debriefs all its unsuccessful suppliers while procurement performance was regarded as the dependent variable.

Everybody involved in procurement process such as contractors, suppliers and service providers and the public at large have the access of getting the information, unless there are valid and legal reasons to keep certain information confidential. In this aspects, contractors, suppliers and service providers must get these information through press, internet portal, electronically etc, the announcement should contains enough details information for interested contractors, suppliers and service providers to understand it in order to determine if they are qualified to compete, most especially the solicitation documents must be made widely available at a reasonable cost or even free of charge.

3. Methodology

a. Research Design

A descriptive research design was used in this study. The descriptive design was employed in the study. The design was

used to describe the characteristics of the independent variables (fair and equitable procedures, free access to public information and the firm debriefs all its unsuccessful suppliers). This was appropriate to obtain information concerning the current status of the phenomenon to describe what the current situation is with respect to the variable of the study. It is asserted that in descriptive design the problem is structured and well understood a fact that [27] agrees that descriptive design is most preferred because it gives a report on things as they actually are.

b. Sampling frame and Sample Size

Sampling frame also known as source list or sampled population, refers to a list of ultimate sampling entities; it is a physical representation of the target population and comprises all the units that are potential members of the sample. In this study our sampling frame was a list of all department engaged in procurement and consisted of staffs from all management levels, procurement and user department to ensure that all areas concerned with procurement was covered.

The sampling frame describes the list of all population units from which the sample was selected [27]. This study targets a sample size of 40 respondents that represents 30% of target population. He contended that in descriptive studies, a sample of 30% of the population is recommended as a good representation. Furthermore, he asserts that sampling is that part of the statistical practice concerned with the selection of individual or observations intended to yield some knowledge about a population of concern, especially for the purposes of statistical inferences. They advise that a researcher would have to use 30% of the total target population as a sample size for it to be accepted as a good representative sample. Also, the use of a reasonable sample is appropriate because it is quick, inexpensive, efficient and accurate means of assessing information about the population. Thus 30% is representative for data for analysis.

c. Sample Size

From a total population of 137 employees, a sample size of 40 which is equivalent to 30% of employees were taken. The researcher considered the chosen sample size as suitable because it fulfilled the requirements of efficiency, representative, reliability, flexibility and precision of the study. The following table `1 indicates the sample size determination for this study.

Table 1: Target Population, Sample and Sample Proportions

Department	Population	Sample	Proportion
User departments	104	30	30
Procurement officers	28	8	30
Accounting Officer	1	1	30
Auditors	4	1	30
Total Target Sample	137	40	30

Source: Human Resources Database, January 2023

d. Population

Population refers to the group of units with common features which a researcher is interested. In this study, a population consists of user departments, Accounting Officer, auditors, and Procurement officers. Total populations of 137 respondents were involved in this study

e. Sampling Techniques: Probability Sampling Procedure

Simple random sampling refers to the sampling technique in which every member in the population had an equal chance of being selected. User departments, procurement officers were selected using this procedure or technique and this technique eliminates all element of biasness during selecting a representative sample.

f. Non- Probability Sampling Procedure

In this study, a researcher used judgmental or purpose sampling as a procedure in selecting Accounting Officer and auditors. The mentioned procurement officers were asked to take part in the study for the aim of giving more insight to the study. In addition, a purposive sampling technique was adopted in conducting this study to gain an insight into the phenomena. Also, it considered as the most appropriate method for collecting members of a population that are near and readily available for research purpose.

Methods of data collection

This study utilised both primary and secondary data. This study used a questionnaire as a research instrument to collect the data relating to the independent variables. A researcher believed that, it is through questionnaires that the respondents were able to provide information at their own prudence or discretion. Hence, it helped to avoid any direct influence contrary to other methods like interviews where the researcher may have direct influence in moulding respondents answer. Questionnaires were used among the user departments, Accounting Officer and auditors in the study area.

g. Pre-testing of the Questionnaire

In this study, a researcher pre- tested the instrument before being used. The purpose of this testing was to obtain responses in order to complete research objectives, to tests whether the wording of questions is suited and clear to the understanding of the respondents, to develop suitable procedure for administering the instrument with reference to field conditions and to test whether the content of the instrument is relevant and adequate [28]. Furthermore, this act of pre testing the questionnaires aimed to assess whether the questions are answerable, clear, specific, interconnected and substantial. The whole process enabled the researcher to fine tune the questions, also some ambiguous questions were removed and others were re-phrased. After revision, the questionnaires were duplicated ready for use.

Interview was used as the method of data collection. This method involve face to face interview between the researcher or interviewer and the interviewees or the respondents. The method was used to collect information from the respondents

that questionnaires could otherwise not be able to collect. Interview guides were prepared by the researcher in order to have consistency in asking questions and the interview guides were used among the procurement.

Secondary data, this refers to the process of collecting information from the previous works. Secondary data was obtained from books, internet- PPRA Website, Procurement Acts, journals and newspapers as indicated in the literature review. The Statistical Package for Social Sciences (SPSS) computer software version 20 was used specifically for the purpose of analyzing the quantitative.

h. Processing and Analysis

The data was analyzed using quantitative techniques, whereby the findings was presented in the form of frequency distribution tables and pie charts while qualitative techniques was incorporated in the study to facilitate description and explanation of the study findings. By so doing this created good understanding of the study findings. The data collected were entered into a computer and analyzed using Statistical Package for Social Sciences (SPSS Version 22). The software packages enabled the researcher to analyze the data into percentages.

4. Results and Discussion

4.1 The extent to which Fair and equitable procedures influence procurement performance in Tanzania LGAs

The first research objective of the study was to examine the extent to which Fair and equitable procedures influence procurement performance in Tanzania LGAs. Using a five-point likert scale, the study thought to know respondents rate of agreements on various statements relating to fair and equitable procedures on procurement performance.

Findings from the field show that majority of the respondents strongly agree that transparency on the procurement procedures which is fair and equitable influences procurement performance in the study area and this was supported by 24 (60%) of the respondents. Furthermore, 11 (27%) also agree with this statement that transparency on the procurement procedures which is fair and equitable influences procurement performance in the study area and 5 (12%) were neutral on whether transparency on the procurement procedures which is fair and equitable influences procurement performance in in the study area or not.

It was discovered that procuring entities in Tanzania support equitable and fair treatment for potential contractors, service providers and suppliers by providing timely degree and an adequate of transparency in each stage of the public procurement cycle, while taking into account the legitimate needs for protection of proprietary information, trade secrets and other privacy concerns as well as the need to avoid information that can be used by interested contractors, service providers and suppliers to disfigure or distort competition in the procurement process. Lastly, there is a need for

contractors, service providers and suppliers to provide correct information on transparency basis in subtracting relationship. Adherent should have in place a regulatory and legal framework that requires public entities to provide an adequate timely degree and an adequate of transparency in each stage of the public procurement cycle. These achievements can be accomplished through the following means:

- (i) What kind of documents can be published at each stage of the public procurement cycle, for example:
 - (a) Post- award involving contact and implementation, information on litigations, process reports, audits, contract note etc
 - (b) Tendering involving award and invitation, tender/ bidding documents, technical specifications, tender notices evaluation criteria, qualification criteria, clarifications bidders questions, evaluation report, decisions on appeals etc
 - (c) Pre- tendering procurement plan public hearing notice, prior information notice
- (ii) Criteria that set the timeframe for publication of procurement of opportunities and submission of proposals to allow enough or adequate time to:
 - (i) Ask questions
 - (ii) Prepare for the tender
- (iii) Disclosure of conditions that will enable potential service provider, contractors and suppliers to determine their participation

Interview with one Head of PMU revealed that, transparency means the process in which information on the public procurement process must be available to everyone such as suppliers, service providers and contractors and the public at large, unless there are valid and legal reasons to keep certain information confidential (Source, Field data, January, 2023).

Findings presented above related with the study done by [28] who came to an agreement that adoption of ethical public procurement leads to transparency, professionalism, probity and accountability leading to best procurement practices, he stressed that contract management and staff competence positively affect procurement performance.

Table 2: Transparency on the procurement procedures in LGA are fair and equitable

	Frequency	Valid percent	Cumulative percent
Valid Strongly agree	24	60.0	60.0
Agree	11	27.5	27.5
Neutral	5	12.5	12.5
Total	40	100.0	

Source: Field data (January, 2023).

4.2 The extent to which free access to public information influence procurement performance in Tanzania LGAs

The second research objective of the study was to extent to which free access to public information influence procurement performance in Tanzania LGAs. Using a five-point likert scale, the study thought to know respondents rate of agreements on various statements relating to free access to public information on procurement performance

A researcher was interested to know whether free access to public information for all stakeholders influence procurement performance in the study area. Data from the field show that majority of the respondents strongly agree that free access to public information for all stakeholders and this was supported by 26 (65%) of the respondents. Furthermore, 12 (30%) also agree with this statement, 2 (5%) were neutral on whether free access to public information for all stakeholders or not. Data from the field show that, sometimes General Procurement Notice (GPN) is used to make announcement, specific tenders is advertized in the local newspaper, PPRA website (www.ppra.go.tz) respectively, also the GPN is published in the Tanzania National Electronic Procurement System website (www.TANePS.go.tz) as well as in the Tanzania Procurement Journal of the Public Procurement Regulatory Authority.

Some procuring entities in Tanzania at different times issuing GPN in accordance with the requirements of the Public Procurement Act 2011 and its Regulations, 2013 as amended in 2016 for the purpose of informing Suppliers, Service Provider, Bidders and General Public tender opportunities during financial year 2020/2021.

It was found out that LGAs' in Tanzania performs its duties according to the PPA and not otherwise. This Act requires PEs to make advertisement of bid opportunities in accordance with PPA 2011 section 69 and made under regulations 8 (a), 19, 32, 120, 150, 181, 254, 255, 280, 332 which necessitate PEs to take necessary measures to ensure that publication of tender opportunities in the PPRA's websites and journal, local news papers of wide circulation and any appropriate media likely to be seen by the greatest number of potential contractors, suppliers and service providers or bidders.

Results from the field show that to allow free access to public information for all stakeholders, through an online portal, for all stakeholders such as foreign and domestic suppliers, service providers and contractors, civil society and the public in general, to public procurement information notably related to the public procurement system –such as laws, regulation and institutions framework, the specific procurements such as calls for tender, procurement forecasts, award announcement and the performance of the public procurement system (monitoring results, benchmarks). In addition, published data should be meaningful for stakeholders' uses. All the information is available through the PPRA website portal.

Adherence should make information on public procurement easily accessible for all interested parties such as foreign and domestic suppliers, service providers and contractors, civil society and the public in general [29]. This can be achieved through the following means:

- (i) Using the same channels and frameworks for all interested parties
- (ii) Publishing the public procurement information free of cost
- (iii) Creating an integral information system that provides up to date information for all interested parties
- (iv) Presenting information in a user friendly and easily comprehensive manner for all interested parties to understand the procurement processes
- (v) Using an open data format that publishes information in an open and structured machine readable format, using identifiers and classification
- (vi) Publishing information at least in a commonly available media such as newspaper of wide national circulation

Interview with one HoD revealed that, advertising of opportunities. Procurement notices shall be publicized as early as possible in newspapers of wide circulation and on the government (procurement) website. These notices should contain all the necessary information to enable the participation of pertinent bidders (Field data, January, 2023).

Table :3 Free access to public information for all stakeholders

	Frequency	Valid percent	Cumulative percent
Valid Strongly agree	26	65.0	65.0
Agree	12	30.0	30.0
Neutral	2	5.0	5.0
Total	40	100	

Source: Research Findings (January, 2023)

4.3 The extent to which the firm debriefs all its unsuccessful suppliers influence procurement performance in Tanzania LGAs

The third research objective of the study was to extent to which the firm debriefs all its unsuccessful suppliers Influence procurement performance in Tanzania LGAs. Using a five- point likert scale, the study thought to know respondents rate of agreements on various statements relating to firm debriefs all its unsuccessful suppliers on procurement performance.

Respondents in the field were requested to state whether unsuccessful suppliers are debriefed on the weak of their tender documents by the organization in the study area. Majority of the respondents strongly agreed that 29 (72%) of the respondents strongly agree that unsuccessful suppliers are debriefed on the weak of their tender documents by the organization. Furthermore, 1 (2%) also agree with this statement that unsuccessful suppliers are debriefed on the weak of their tender documents by the organization, 10 (25%) were neutral on whether unsuccessful suppliers are debriefed on the weak of their tender documents by the organization or not.

Interview with head of PMU revealed that, debriefing participating bidders on the outcome of the results of their bids and why they were not successful is a

generally accepted good practice for Procuring Entities and we normally did this through notification letter (Source: Field data, January,2023).

Table 4: Unsuccessful suppliers are debriefed on the weak of their tender documents by the organization

	Frequency	Valid percent	Cumulative percent
Valid Strongly agree	29	72.5	72.5
Agree	1	2.5	2.5
Neutral	10	25.0	25.0
Total	40		

Source: Research Findings (January, 2023)

5. Conclusion and Future Scope

The study thought to assess determinants of Transparency on Procurement Performance in Tanzanian Local Government Authorities. It was discovered that all parties involved in the procurement processes like contractors, suppliers and service providers and the public at large have the access of getting the information, unless there are valid and legal reasons to keep certain information confidential. In this aspect, contractors, suppliers and service providers must get these information through press, internet portal, electronically etc, the announcement should contains enough details information for interested contractors, suppliers and service providers to understand it in order to determine if they are qualified to compete. The study concluded that transparency influences organization performance in LGAs. Transparency on the procurement procedures in LGA which is fair and equitable influences organization performance in its duties according to the PPA and not otherwise. Other studies may be conducted on the accountability and responsiveness in procurement processes in LGAs.

Data Availability

None

Conflict of Interest

We do not have any conflict of interest.

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None

Authors' Contributions

We reviewed the manuscript and approved the final version of the manuscript.

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AUTHORS' PROFILE

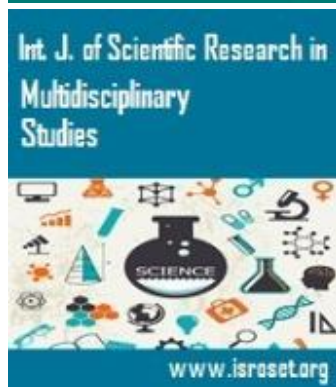
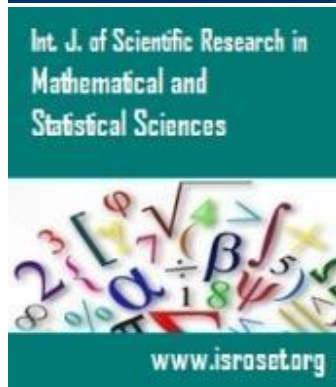
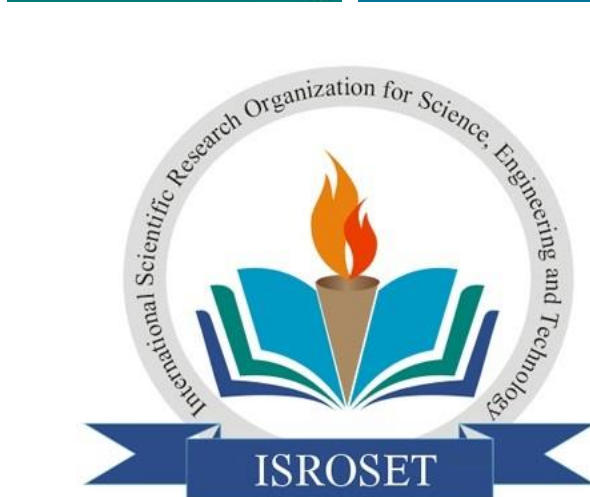
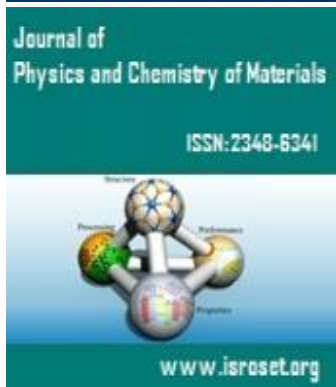
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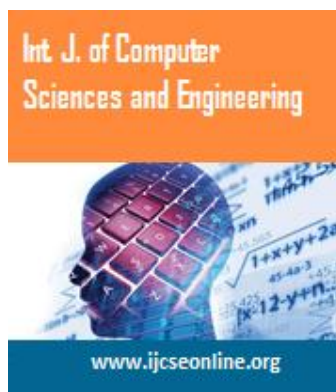
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