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Research Article

Assessing the Transparency and Compliance of Procurement Processes in Kitwe City Council: A Study of Goods and Services

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About Article

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ABSTRACT

Transparency and compliance in the procurement process is vital for the financial sustainability and developmental progress of Kitwe City Council. The rationale behind this research was to establish the Transparency and compliance of procurement processes in Kitwe City Council, the case study of goods and services. The primary objectives of this study were threefold: To establish the procurement processes in in Kitwe City Council, to determine the Transparency and compliance of procurement processes in in Kitwe City Council, and to ascertain the challenges of procurement processes in in Kitwe City Council. The population for the study was 50 respondents both from Kitwe City Council and suppliers. The descriptive research design was employed because it is suitable for gathering qualitative and quantitative information. Simple random sampling was adopted to select members of the procurement committee and staff from various departments in the council. The data collection methods included primary and secondary data collection. Different data analysis techniques such as modeling to reach trend relationship were used. This approach provided a comprehensive assessment of the procurement process systems and their impacts on Kitwe City Council. The results of this study identified weaknesses the procurement management system. There is a need to review the structural and operational frameworks governing Kitwe City Council procurement process, tighten procurement staff training, strengthen legislative oversight and public audit functions, loose areas in procurement frameworks, institute transparency. The implications of this research are significant, contributing to a better understanding of how transparency and compliance in procurement can enhance the value for money.

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1. INTRODUCTION

1.1. Background of the study

Public procurement is a critical function of government, accounting for a significant portion of public expenditure (Kumar *et al.*, 2019). In Zambia, public procurement is governed by the Public Procurement Act of 2008, which aims to promote transparency, accountability, and value for money in public procurement processes (Zambia Public Procurement Authority, 2008). The Act also established the Zambia Public Procurement Authority (ZPPA) to regulate and oversee public procurement processes in Zambia. Despite the importance of public procurement, many public institutions in Zambia face challenges in ensuring that their procurement processes are transparent, efficient, and effective (Sekaran & Bougie, 2016). These challenges can result in poor procurement outcomes, including delays, cost overruns, and corruption (Thai, 2001). The lack of transparency and compliance in procurement processes can have significant consequences, including reduced value for money, poor quality of goods and services, and decreased public trust in the institution (Kumar *et al.*, 2019). Kitwe City Council, the focus of this study, is a public institution responsible for delivering a range of public services, including, sanitation, and waste management (Kitwe City Council, 2020). The council's procurement processes play a critical role in ensuring the delivery of these services. However, like many other public institutions in Zambia, Kitwe City Council faces challenges in ensuring that its procurement processes are transparent and efficient (Thai, 2001). The Zambian government has implemented various reforms aimed at improving public procurement processes, including the introduction of the Public Procurement Act of 2008 and the establishment of the ZPPA (Zambia Public Procurement Authority, 2008). However, despite these reforms, challenges persist in ensuring the Transparency, Compliance and efficiency of public procurement processes in Zambia (Sekaran & Bougie, 2016). The transparency and compliance in procurement processes in public institutions, such as Kitwe City Council, is critical to ensuring that public resources are used efficiently and effectively (Kumar *et al.*, 2019). All procurement processes, regardless of their complexity, follow a laid-down procedure that requires proper management to ensure value for money and uphold the integrity and sanctity of the purchasing process. Public procurement processes are of enormous importance as they account for a substantial part of the global economy (World Bank, 2018). Analyzing procurement efficiency is necessary to ensure that these expenditures are well managed. Moreover, efficient public procurement speeds up the delivery of public goods and services, enabling governments to fulfill their public commitments (Stritch *et al.*, 2020). Studies on public procurement efficiency are prevalent in both developed and developing countries. For instance, Milosavljevic *et al.* (2016) showed that efficiency differs among European member states, regardless of the overall expenditure of about one-fifth of their gross domestic product. Similarly, a lack of competition, unethical behavior, bureaucracy, and excessive reliance on the lowest price criterion for selecting winning bids contribute to inefficiencies in the Slovak public procurement process (Grega *et al.*, 2019). One of the key issues in Zambia's public procurement system is the

prevalence of corruption. The Anti-Corruption Commission of Zambia has highlighted numerous cases where public officials have been implicated in corrupt practices, including bribery and favoritism in the awarding of contracts.

This has undermined public trust and led to significant financial losses for the government. The World Bank (2018) notes that public procurement is one of the area's most vulnerable to corruption in Zambia, with significant sums of money often being misappropriated.

1.2. Statement of the problem

As The transparency and compliance of procurement processes in public institutions, such as Kitwe City Council, is a critical concern in Zambia (Kumar *et al.*, 2019). Despite the importance of procurement in delivering public services, many public institutions face challenges in ensuring transparency, efficient, and transparent procurement processes (Sekaran & Bougie, 2016). Lack of transparent procurement planning, inadequate specification of procurement needs, and poor goods and services selection are some of the key problems facing Kitwe City Council (Creswell, 2014). The council's procurement processes may also be characterized by a lack of transparency, compliance and accountability (Yin, 2014). Lack of transparency and compliance of procurement processes can have significant consequences, including reduced value for money and poor quality of goods and services (Kumar *et al.*, 2019). Decreased public trust in the institution and undermining of the council's strategic objectives are also potential consequences (Sekaran & Bougie, 2016). This study aims to identify the challenges and opportunities for improving procurement outcomes in the council (Kumar *et al.*, 2019). The study will employ a case study design, using a combination of qualitative and quantitative data collection and analysis methods. The findings of the study will contribute to the development of transparency and compliance procurement processes in Kitwe City Council (Sekaran & Bougie, 2016). Ultimately, the study aims to promote transparency, compliance, accountability, and value for money in public procurement processes (Kumar *et al.*, 2019).

1.3. objectives

- i. To establish the procurement processes in Public Institutions.
- ii. To determine transparency and compliance of procurement processes in Kitwe City Council.
- iii. To ascertain the challenges of procurement processes in Public Institutions.

1.4. Research questions

- i. What is the effect of the procurement process?
- ii. How is transparency and compliance is the procurement process in Kitwe City Council?
- iii. What are the challenges of procurement processes in Kitwe City Council?

1.5. Theoretical framework

The theoretical framework for assessing the transparency and compliance of procurement processes in public organizations, with a focus on Kitwe City Council, can be anchored on two



key theories: the agent Theory and the Resource-Based View (RBV).

The principal-Agent Theory explores the relationship between principals (e.g., government authorities or citizens) and agents (e.g., Kitwe City Council). This theory is highly relevant to public procurement as it addresses issues of information asymmetry, conflicting objectives, and the need for monitoring and incentives to align the interests of agents with those of the principals (Jensen *et al.*, 1976). In the context of Kitwe City Council, procurement officers (agents) are responsible for managing public resources on behalf of the citizens and government authorities (principals).

In this study, the principal-Agent Theory can be applied to analyze the accountability mechanisms in place at Kitwe City Council. By understanding the dynamics between the principals and agents, the study can identify gaps in oversight and control that lead to inefficiencies and corruption. For instance, if procurement officers are not adequately monitored or incentivized, they may engage in corrupt practices or fail to follow proper procurement procedures, leading to shoddy contracts and poor quality goods and services.

The Resource-Based View (RBV) focuses on the internal resources of an organization as key determinants of its competitive advantage and performance (Barney, 1991). In the context of public procurement, the RBV emphasizes the importance of having skilled personnel, transparency and compliance systems, and robust processes to achieve procurement efficiency and transparency.

Applying the RBV to Kitwe City Council involves assessing the internal resources critical to the procurement process, such as the skills and competencies of procurement staff, the transparency and compliance of procurement systems, and the challenges. By evaluating these resources, the study can determine how well-equipped the Council is to manage procurement activities. The RBV provides a framework for identifying areas where investment in training, technology, and process improvements can enhance procurement performance. For example, improving the skill levels of procurement officers through targeted training programs can lead to better contract negotiations and management, reducing the likelihood of cost overruns and delays.

Combining the Principal-Agent Theory and the Resource-Based View provides a comprehensive framework for analyzing the transparency and compliance of procurement processes at Kitwe City Council. The agent Theory helps address issues of accountability and governance, while the RBV focuses on the internal capabilities and resources necessary for efficient procurement. Firstly, the Principal-Agent Theory will examine the procurement processes in public Institutions and enforced them, addressing information asymmetry and aligning the interests of the government and procurement officers.

Meanwhile, the RBV will assess the skills and tools available to procurement officers for Transparency and Compliance contract management, including their competencies and technological resources. Secondly, for Records Management, the RBV will evaluate the transparency and compliance of Kitwe City Council's systems in managing procurement records, crucial for transparency and compliance and accountability. The

agent Theory will complement this by examining how records management impacts accountability and transparency and compliance within the procurement process. Thirdly, the RBV will assess the Human Resources Skill Levels of procurement staff, focusing on their competencies in negotiating contracts and ensuring compliance with policies. The principal-Agent Theory will explore how incentives align with organizational goals and ethical standards. This integrated approach aims to provide insights into governance structures, internal capabilities, and management practices affecting procurement outcomes. It will inform targeted recommendations for improving procurement processes and promoting sustainable development within Kitwe City Council and beyond.

2. LITERATURE REVIEW

Public procurement involves the purchasing of goods or services by different entities such as ministries and departments of the government for public service delivery, and it encompasses activities ranging from assessment of procurement needs to awards of contract and final payment (Lewis-Faupel *et al.*, 2014; CUTS International, 2014; OECD, 2016). An efficient procurement system appears as a strong element of the public expenditure management systems by helping an entity in taking appropriate budgetary decisions and identifying the required investment opportunities (McCrudden, 2004). However, the procurement systems in many countries are constrained by several bottlenecks, and the need for reforms has been getting increasing attention from stakeholders such as procuring entities, policy makers, and procurement professionals (Jones, 2007; World Bank, 2017). While achieving competitiveness, enhancing transparency, and reducing corruption remain the objectives of reform initiatives, particularly in developing and emerging markets, the results of the reforms have not been satisfactory (Odhiambo and Kamau, 2003; Jones, 2007; Tabish & Jha, 2011; Ambe & Badenhorst-Weiss, 2012; CUTS International, 2014). Analyzing the public procurement process in a few selected South Asian economies, Jones (2007) reveals that procurement practices in countries like Vietnam, Laos, Cambodia, Indonesia, and the Philippines suffer from serious weaknesses despite having remarkable growth performances in recent years. The efforts towards reforming the public procurement system are still inadequate. The experience from South Africa shows that it has remained challenging due to the unavailability of sufficient procurement skills, non-compliance to the policies, lack of accountability, and corruption (Ambe & Badenhorst-Weiss, 2012).

In Zambia, the Zambia Public Procurement Authority (ZPPA) introduced electronic government procurement (e-GP) in 2016 for all companies and government institutions (Nyondo, 2016). Despite this, implementation has been slow (Chenga, 2019). The e-GP system aims to reduce malpractice and improve efficiency in monitoring bids and contracts, allowing bidders to submit others from anywhere in the world and automating compliance validation (Mwenda, 2019). The system curbs corruption by reducing face-to-face transactions and maintaining bidder anonymity until bids are opened (Bubala and Lesa, 2024). By implementing e-GP and introducing more oversight and integrity mechanisms, ZPPA hopes to reduce interference in



procurement processes, improve process efficiency, and enable more widespread monitoring (Chenga, 2019). E-GP supports public procurement through various functions, promoting efficiency and Transparency and Compliance (Nyambane & Ozor, 2020).

In recent years, countries around the world have increasingly focused on the sustainable development of the economy and society (UN, 2022). Because of its size and prevalence, public procurement often played an important role during this process, not only as an essential tool to purchase public goods and services but also as transparency and compliance way of implementing policy (Cao, 1998; Uyarra & Flanagan, 2010; Brammer and Walker, 2011; Kiiver and Kodym, 2015; Cao and Zhou, 2018). Based on the concept of sustainable production and consumption, the United Nations Open Group on Sustainable Development Goals (SDGs) officially announced the launch of the Sustainable Public Procurement (SPP) program in 2014 (UN, 2014).

The transparency and compliance of procurement processes in public institutions in Zambia is also influenced by the regulatory framework governing public procurement (Zambia Public Procurement Authority, 2008). A study by Simukonda *et al.* (2019) examined the Transparency and Compliance of the Public Procurement Act of 2008 in promoting transparency compliance and accountability in public procurement in Zambia. The study found that while the Act had contributed to improved transparency and compliance and accountability in public procurement, there were still challenges to be addressed. In terms of opportunities for improvement, several studies have highlighted the potential benefits of implementing e-procurement systems in public institutions in Zambia (Chanda *et al.*, 2017). E-procurement systems can enhance Transparency and Compliance and accountability in procurement processes, reduce the risk of corruption, and improve the efficiency of procurement processes.

Despite of many challenges in procurement are found, especially in the supplier interaction as well as in the interaction with customers. By having the location traced for the raw materials and products from the sources to the sinks (at the product delivery), better management can be done by the implementation of GPS and a proper communication method to provide ease of concatenation of the information (Tripathi & Gupta, 2020). However, the location can be tracked by the GPS system. The companies can easily track their location through this system. This system also ensures fluent communication, unlike traditional methods that require different gadgets for operations. The data by Procurement 4.0 is compiled in a small device which is easily manageable by the organizations (Fatimah *et al.*, 2020).

Despite these progressive strides to reform public procurement, some challenges have been observed. In 2020, the World Bank issued a report that found that even though Zambia has managed to modernize its public procurement laws, it still experienced some problems around transparency, barriers to foreign bidders, delayed implementation due to lack of funds from the government, a lack of competition, and inflated contract prices. W. Booth has also noted that, despite having a relatively modern legal and regulatory framework, the

Zambian procurement system faces a number of challenges as a result of non-enforcement or poor enforcement of the Act's provisions, such as sanctions for breach, resistance to change, limited capacity, and, in some cases, simply incompetence (The Auditor General, 2019).

According to Booth, "Zambia loses millions of Kwachas due to corruption and corrupt tendencies every year." This inference can be drawn from the Auditor General Annual Report showed that Zambia lost close to 105 million Kwacha (almost 5.8 million US Dollars) in 2019 due to corrupt practices by public institutions. The report also pointed out that the failure to adhere to procurement regulations and contract provisions remained an obstacle in the procurement sector (The Auditor General, 2019).

Whilst the challenges of public procurement remain prevalent in all sectors of the economy, the health sector has been greatly affected. The COVID-19 Pandemic has continued to expose the procurement pitfalls that plague the health sector today. The challenges presented by COVID-19 represent an opportunity to analyze and rethink the role of public procurement as a strategic tool to respond to the real needs of citizens. Beyond this, there is need to revisit the governance and regulation of public procurement to identify the legal reforms required to make it more efficient and transparency. The World Bank revealed that the Coronavirus has greatly impacted procurement systems and that work needs to be done to ensure Transparency and Compliance in procurement operations (The Auditor General, 2019).

3. METHODOLOGY

3.1. Research design

The sample size for this study will be determined using the Cochran formula for sample size determination (Cochran, 1963). Based on a confidence level of 95%, a margin of error of 5%, and an estimated population proportion of 0.5, a minimum sample size of 50 participants will be required (Sekaran & Bougie, 2016).

3.2. Sampling design

The sample size for this study will be determined using the Cochran formula for sample size determination (Cochran, 1963). Based on a confidence level of 95%, a margin of error of 5%, and an estimated population proportion of 0.5, a minimum sample size of 50 participants will be required (Sekaran & Bougie, 2016). However, to account for potential non-response and ensure reliability of the results, a sample size of 80 participants will be targeted (Kumar *et al.*, 2019).

3.3. Sample size

This study will employ a stratified random sampling design to select a representative sample of procurement officials and stakeholders in public institutions (Sekaran & Bougie, 2016). The sample will be stratified based on factors such as institution type (e.g., government ministries, departments, and agencies), procurement role (e.g., procurement managers, purchasing officers, and contract managers), and level of experience (Kumar *et al.*, 2019). A total of 50 participants will be randomly selected from a sampling frame of procurement officials and



stakeholders in public institutions, ensuring a response rate of at least 80% (Creswell, 2014).

3.4. Target population

The target population for this study will be procurement officials, stakeholders, and decisionmakers in public institutions, including government ministries, departments, and agencies (Kumar *et al.*, 2019). Specifically, the study will focus on procurement professionals, including procurement managers, purchasing officers, and contract managers, as well as other stakeholders, such as suppliers, contractors, and civil society organizations (OECD, 2019). This population will provide valuable insights into the challenges, strengths, and weaknesses of procurement processes in public institutions.

3.5. Triangulation

To ensure the validity and reliability of the findings, this study will employ triangulation techniques, combining multiple data sources, methods, and analysts (Denzin, 2017). Specifically, data triangulation will be achieved by combining questionnaire data, interview data, and documentary data (e.g., procurement policies and reports) (Patton, 2015). Methodological triangulation will be achieved by using both quantitative (questionnaire) and qualitative (interviews) methods (Creswell, 2014). Finally, analyst triangulation will be achieved by having multiple researchers analyze and interpret the data to ensure consistency and accuracy of the findings (Sekaran & Bougie, 2016).

4. RESULTS AND DISCUSSION

4.1. The Procurement processes in public Institutions

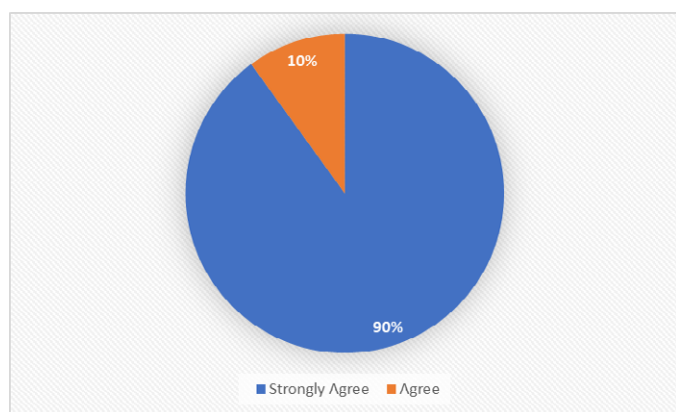


Figure 1. The extent to which public institutions should maintain transparency and compliance in procurement processes

The above figure shows the level of Transparency and Compliance in procurement processes. Out of 50 respondents, 90% strongly agree and 10% agree that public institutions should maintain transparent in procurement processes.

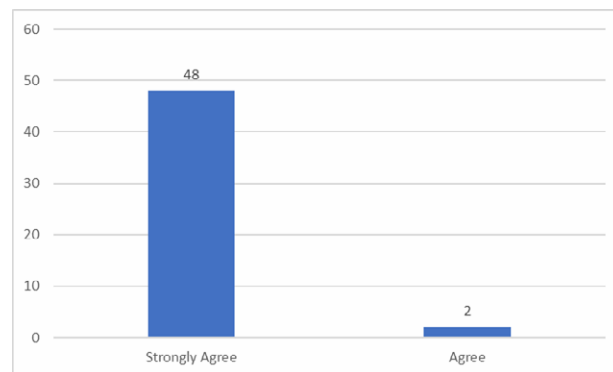


Figure 2. Public institutions adherence to established procurement policies and procedures

The above figure shows respondents on adherence to established procurement policies and procedures. Out of 50 respondents, 48 strongly agree and 2 respondents agree that public institutions should adhere to the established procurement policies and procedures.

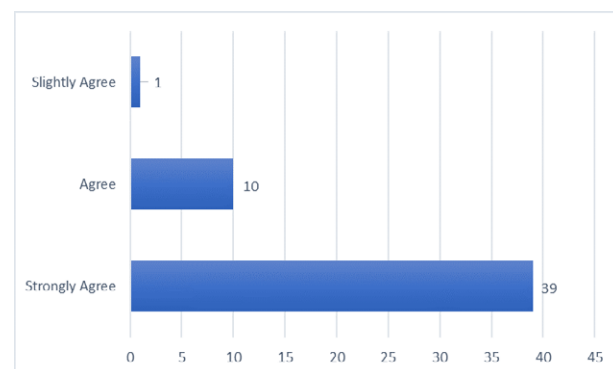


Figure 3. The extent to which public institutions use clear and objective criteria for selecting suppliers

The findings of the current study on the extent to which public institutions use clear and objective criteria for selecting suppliers revealed that out of 50 respondents, 39 strongly agree, 10 agree and 1 slightly agree. This suggests that people value fairness and Transparency and Compliance in government dealings.

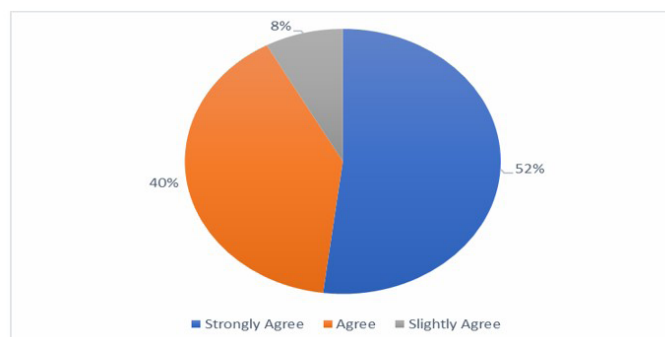


Figure 4. Training of staff involved in procurement processes in public institutions

Figure 4 majority 52% of respondents strongly agree, followed by 40% of respondents who agree and 8% slightly agree that government institutions should provide regular training for staff involved in procurement processes. The small but significant minority (8%) who only slightly agree may be reflecting concerns about the quality or accessibility of training programs.

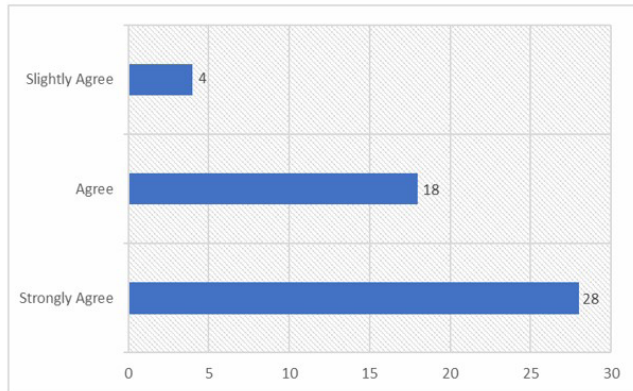


Figure 5. The extent of public institutions automation in procurement processes to improve efficiency

The results of the current study on public institutions automation in procurement processes to improve efficiency revealed that, out of 50 respondents 28 respondents strongly agree, 18 agree and 4 slightly agree. The small but notable 4 respondents who only slightly agree may be reflecting worries about job security or the potential for technology to exacerbate existing inequalities.

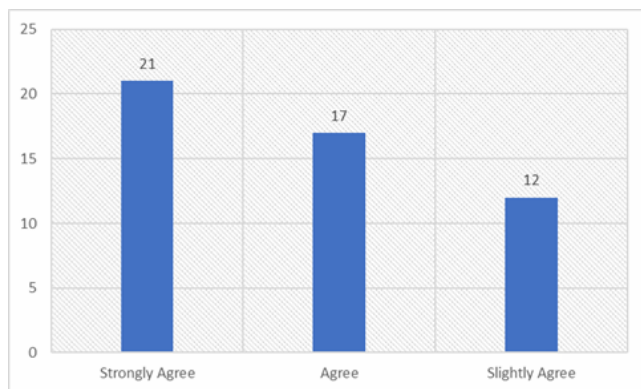


Figure 6. Public institutions engagement with stakeholders, including suppliers and community members, in the procurement process

As shown on the figure above, out of the total number of 50 of the respondents, 21 strongly agreed that public institutions should be engaging with stakeholders, 17 respondents agreed while 12 respondents slightly agreed. However, the 12 respondents who

only slightly agree may be reflecting worries that stakeholder engagement could lead to undue influence or favouritism.

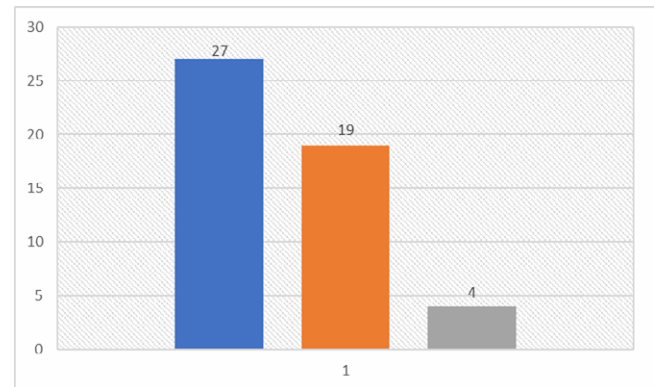


Figure 7. The extent you agree that public institutions should regularly monitor and evaluate procurement performance

Out of the total number of 50 respondents (n=50, 100), 54% said they strongly agreed, 38% agreed. Another 8% of respondents felt slightly agreed that public institutions should regularly monitor and evaluate procurement performance. Therefore, the majority of respondents said public institutions should regularly monitor and evaluate procurement performance.

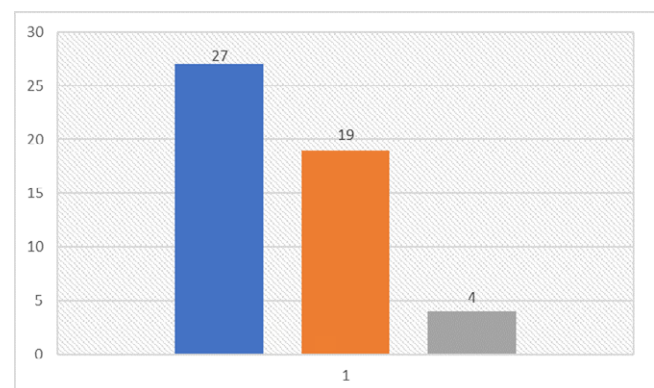


Figure 8. Do you agree that public institutions should prioritize ethics and integrity in all procurement processes

The above figure 8 shows the respondents response on which public institutions should prioritize ethics and integrity in all procurement processes. According to the findings 27 respondents said they to public institutions prioritizing ethics and integrity in procurement processes, followed by 19 respondents who said they agreed and finally 4 respondents who said they slightly agreed. However, the 4 people who only slightly agreed may be reflecting cynicism or skepticism about the ability of government institutions to actually live up to these ideals.

4.2. Presentation of results based on objective two: to determine transparency and compliance of procurement processes in public institutions

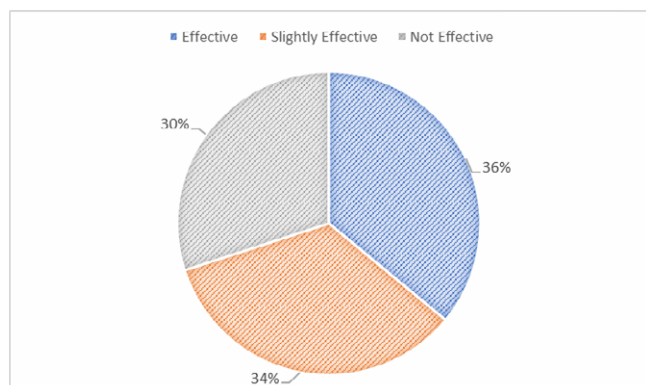


Figure 9. Transparency and compliance of procurement process in public institutions in terms of efficiency

The findings of the current study on types Opinions are sharply divided on the efficiency of public procurement processes, with 18 people saying they're transparency, 17 saying they're only slightly transparency, and 15 saying they're not Transparency and Compliance at all. This suggests that many people have firsthand experience with procurement processes that are slow, bureaucratic, or wasteful. The fact that nearly a third of respondents (15 out of 50) say the process is not Transparency and Compliance raises serious concerns about the need for procurement reform.

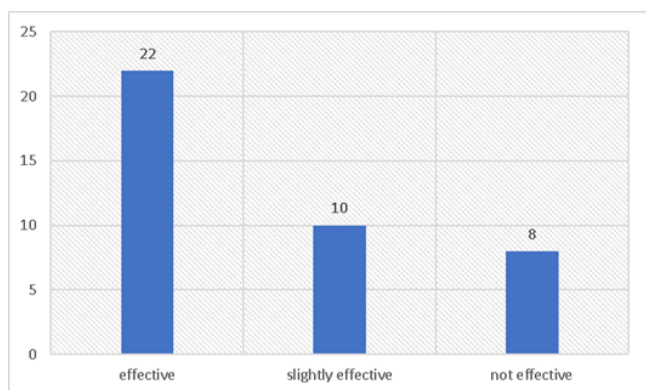


Figure 10. The extent of public institutions' procurement processes comply with established policies and regulations

Figure 10 above shows respondents on the extent of public institutions' procurement processes comply with established policies and regulations. Out of 50 respondents, 27 respondents said transparency, 16 respondents said slightly transparency and compliance and 8 respondents said not transparency. The 7 people who say compliance is "not transparency" at all raise red flags about potential corruption, mismanagement, or neglect of proper procedures.

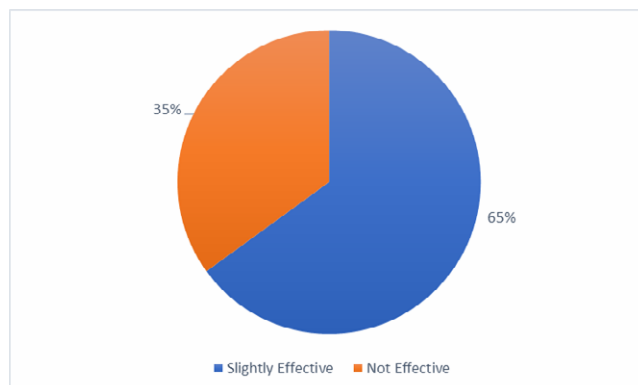


Figure 11. Transparency and compliance of public institutions' procurement processes in ensuring fairness and transparency and compliance in supplier selection

Figure 11 Above shows that majority 65% of respondents felt slightly Transparency and Compliance and 35% of respondents felt not Transparency and Compliance to the Transparency and Compliance of public institutions' procurement processes in ensuring fairness and Transparency and Compliance in supplier selection.

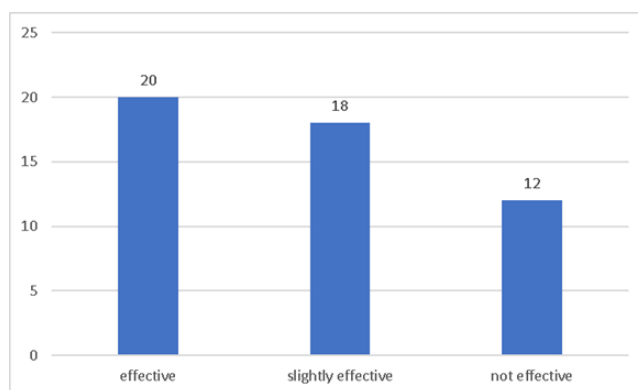


Figure 12. Extent public institutions' procurement processes achieve cost savings

The above Figure 12 shows the respondents response on extent public institutions' procurement processes achieve cost savings. According to the findings, 20 respondents said it is effective, 18 respondents said slightly effective and Compliance and not effective and Compliance 12 respondents.

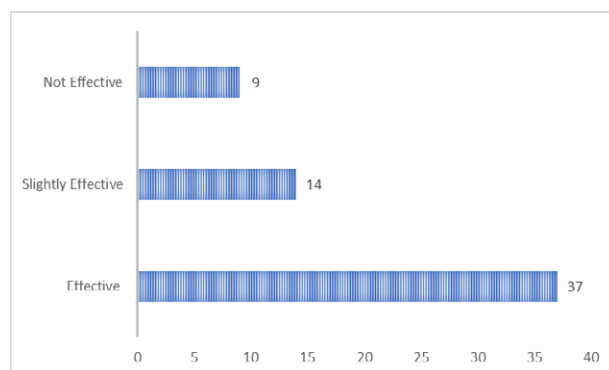


Figure 13. Transparency and compliance of using automation in public institutions' procurement processes

Figure 13 the figure above -shows the total number of respondents on Transparency and Compliance of using automation in public institutions' procurement processes 37 respondents said transparency, 14 respondents said slightly Transparency and Compliance and 9 respondents said not transparency. The 9 people who say automation is "not transparency" at all raise concerns about the need for greater investment in digital infrastructure and skills training.

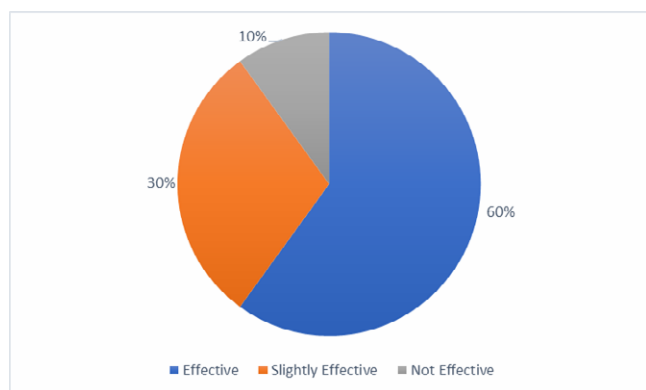


Figure 14. Extent public institutions' procurement processes engage stakeholders, including suppliers and community members

As shown on the figure above, out of the total number of 50 of the respondents, 60% of the respondents' transparency and compliance that public institutions' procurement processes engage stakeholders, including suppliers and community members. Another 30% said slightly transparency and compliance that public institutions' procurement processes engage stakeholders, including suppliers and community members. And the remaining 10% were not transparency and compliance.

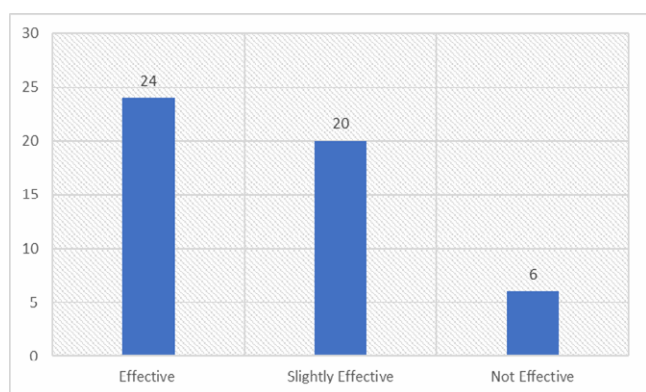


Figure 15. Transparency and compliance of public institutions' procurement processes in managing risks

Figure 15 Majority 24 of the respondents felt Transparency and Compliance that public institutions' procurement processes in managing risks. Another 20 respondents felt slightly transparency, while 6 of the respondents felt not transparency.

The 6 respondents who say risk management is "not transparency" at all raise serious concerns about the potential for procurement processes to be derailed by unforeseen risks or vulnerabilities.

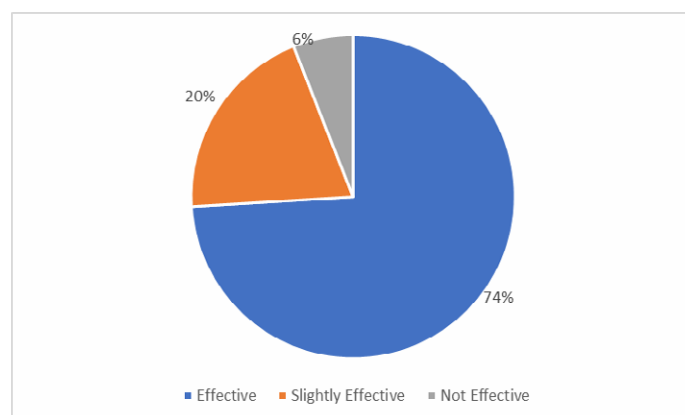


Figure 16. Extent public institutions' procurement processes ensure Transparency and Compliance and accountability

The findings of the current study on extent public institutions' procurement processes ensure transparency and accountability revealed that, out of the total respondents (100%), 74% of the respondent's recognized transparency and compliance, followed by slightly transparency and compliance at 20% and 6% of the respondents recognized not transparency and compliance extent public institutions' procurement processes ensure transparency and accountability.

4.3. Challenges of procurement processes in public institutions

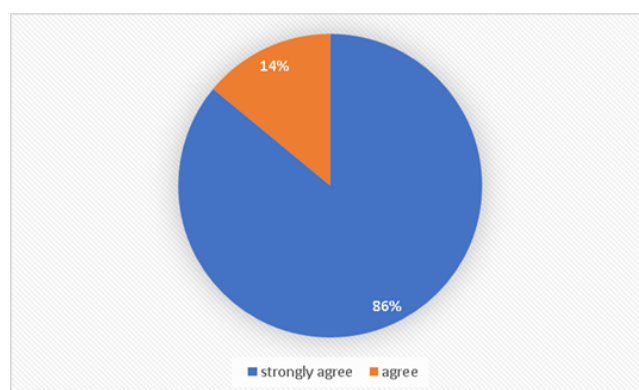


Figure 17. Bureaucratic delays in the procurement process in public institutions

The findings of the current study on bureaucratic delays hinder the procurement process in public institutions used revealed that, out of the total of 50 respondents 86% of the respondents said they strongly agreed and 14% of the respondents said they agreed.

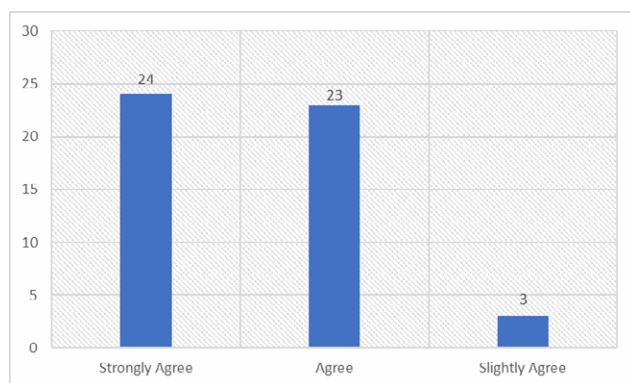


Figure 18. Do you agree that limited financial resources constrain the procurement process in public institutions

A vast majority of people (94%) agree that limited financial resources are a significant constraint on the procurement process in public institutions, with nearly half (48%) strongly agreeing that this is a major obstacle. The fact that only 3 people (6%) slightly agree suggests that financial constraints are a nearly universal challenge. These findings highlight the pressing need for public institutions to explore innovative financing solutions, prioritize spending, and optimize resource allocation to achieve better procurement outcomes.

4.4. Discussion

The findings of this survey underscore the importance of transparency, accountability, and integrity in public procurement processes. The overwhelming consensus among respondents (100%) on the need for transparent procurement processes, adherence to rules and regulations (98%), and fairness and Transparency and Compliance in supplier selection (98%) highlights the widespread recognition of the importance of good governance in public procurement. The strong support for regular training programs for procurement staff (92%) and the use of technology to automate procurement processes (80%) emphasizes the need for public institutions to prioritize capacity building, innovation, and efficiency in their procurement processes. The significant majority of respondents (76%) who believe that government institutions should involve stakeholders, including suppliers and community members, in the procurement process highlights a strong desire for inclusivity and collaboration. However, the concerns expressed by some respondents about the practicalities of stakeholder engagement, potential conflicts of interest, and undue influence underscore the need for careful consideration and transparency and compliance management of stakeholder engagement processes.

The reality of public procurement processes is a sobering one. Many people have firsthand experience with processes that are slow, bureaucratic, or wasteful. In fact, nearly a third of respondents (15 out of 50) say that public procurement processes are not transparency and compliance at all. This raises serious concerns about the need for procurement reform. Furthermore, 65% of respondents believe that public institutions' procurement processes are only "slightly transparency" in ensuring fairness and transparency and compliance in supplier selection. The survey results also highlight concerns about the

ability of public institutions to achieve cost savings through their procurement processes. Only a minority of respondents (20 out of 50) believe that public institutions' procurement processes are truly Transparency and Compliance in achieving cost savings. This suggests that many institutions may be missing opportunities to get the best value for taxpayer money. On a more positive note, 60% of respondents believe that public institutions are making transparency and compliance use of automation in their procurement processes. Despite some progress, the survey results suggest that public procurement processes are in need of reform and improvement. Ongoing challenges in ensuring efficiency, fairness, and cost transparency and compliance must be addressed. This requires a commitment to transparency, accountability, and good governance. By prioritizing these values, public institutions can restore trust, promote efficiency, and ensure that procurement processes serve the public interest.

The survey results reveal a disturbing reality about the state of procurement processes in public institutions. An overwhelming majority of respondents (86%) agree that bureaucratic delays are a major obstacle, while nearly all (100%) acknowledge that these delays are a problem. This suggests that red tape and inefficiencies are rampant, causing frustration and hindering transparency and compliance procurement. The findings also expose deep-seated concerns about corruption, lack of transparency, and accountability. A staggering 96% of respondents strongly agree that corruption and fraud are significant challenges, while 78% believe that a lack of transparency and compliance and accountability severely hinders the procurement process. These results indicate a profound lack of trust in the integrity of public institutions' procurement processes. Furthermore, inadequate training (90%), insufficient technology (92%), and political interference (98%) are also identified as major challenges. The survey results underscore the urgent need for public institutions to reform and improve their procurement processes. This can be achieved by prioritizing transparency, accountability, and good governance. Public institutions must streamline their processes, address corruption and fraud, and invest in training, technology, and stakeholder engagement. By doing so, they can restore trust, promote efficiency, and ensure that procurement processes serve the public interest.

5. CONCLUSION

The transparency and compliance of procurement processes in public institutions hinges on the delicate balance between transparency, accountability, and value for money. While transparency and compliance fosters trust and accountability ensure responsible use of public funds, achieving value for money requires a strategic approach that prioritizes quality, efficiency, and transparency. A robust procurement system should not only adhere to legal frameworks but also embrace innovative practices that promote competition, encourage collaboration, and leverage technology to streamline processes. Furthermore, fostering a culture of ethical conduct and continuous improvement within public institutions is crucial. This involves empowering procurement professionals with the necessary skills and resources, promoting open



communication, and establishing clear performance metrics to track progress and identify areas for enhancement. By prioritizing these elements, public institutions can ensure that their procurement processes are not only compliant but also contribute to achieving their strategic objectives and delivering value to the public they serve. Ultimately, the transparency and compliance of procurement processes in public institutions is not merely a matter of compliance but a reflection of their commitment to good governance and responsible stewardship of public resources. By embracing transparency, accountability, and value for money as core principles, public institutions can build trust, enhance efficiency, and ultimately deliver better outcomes for the communities they serve.

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