

IMPACT OF PUBLIC PROCUREMENT ACT 15 OF 2015 ON SERVICE
DELIVERY: A CASE STUDY OF THE MINISTRY OF HEALTH AND SOCIAL
SERVICES

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ABSTRACT

This study evaluated the effects of the Public Procurement Act 15 of 2015 on service delivery in the Namibian public sector and focused on the Ministry of Health and Social Services (MoHSS) as the case study. The study determined the challenges the Ministry is currently facing due to Act 15 of 2015; identified the potential bottlenecks or barriers to effective procurement and service delivery that may arise as a result of the procurement Act and proposed recommendations for improvement. It also evaluated the impact of the procurement act on cost savings and budget utilisation within the Ministry, with a focus on achieving value for money in procurement. A mixed research method and pragmatism research philosophy were used with a sample size of 55 respondents. In total, 55 questionnaires were distributed across the MoHSS departments and 3 in-depth interviews were conducted. Regression analysis (Ordinary Least Squares) was used to determine the effect of the Public Procurement Act 15 of 2015 on public service delivery. The study found that Public Procurement Act 15 of 2015 was deemed to have a significant positive impact on the provision of public services. Service delivery and the execution of the Public Procurement Act 15 of 2015 are significantly correlated, as indicated by the strong positive correlation ($R = .733$). Procurement delays, lack of procurement specialists and inadequate budgetary and fiscal resources were the main challenges affecting the MoHSS. The study further found that the procurement Act has an effect on cost savings and budget utilisation. The findings suggest a moderate-to-strong explanatory power of the Procurement Act on service delivery. The study recommends that audits must be carried out by the MoHSS to ascertain the effectiveness of the implementation and identify any emerging problems within procurement. Decentralisation of medical supplies and related essential services at regional level should be implemented to shorten the waiting period of procurement processes. For future research, this study recommends that more attention should be on the challenges that arose due to the implementation of the public procurement Act in Offices, Ministries and Agencies (OMAs). A thorough investigation in the challenges would be required to help come up with tangible solutions that policy makers would use to improve the implementation of the Procurement Act. The study further recommends that a qualitative study and the use of in-depth interviews would be more suitable for future studies to obtain more detailed insights from the respondents.

Keywords: Procurement Act 15 of 2015; Namibia; Public service delivery

TABLE OF CONTENTS

ABSTRACT	i
TABLE OF CONTENTS	iii
LIST OF FIGURES	viii
LIST OF TABLES	ix
LIST OF ABBREVIATIONS AND ACRONYMS.....	x
ACKNOWLEDGEMENTS	xi
DEDICATION	xii
DECLARATIONS	xiii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Introduction	1
1.2 Background of the Study	1
1.3 Statement of the Problem	5
1.4 Main research objective.....	6
1.5 Hypothesis	7
1.6 Significance of the study	7
1.7 Limitations of the study.....	7
1.8 Delimitations	8
1.9 Summary	8
CHAPTER TWO	9
LITERATURE REVIEW.....	9
2.1 Introduction	9
2.1 Theoretical Framework	9
2.1.1 Principal Agency Theory	9
2.1.2 Balanced Score Card Theory	10

2.1.3 Adopted Theory: Institutional Theory	11
2.3 The Effects of the Public Procurement Act on Public Service Delivery.....	12
2.4 The Challenges to Effective Procurement and Service Delivery	16
2.4.1 Lack of proper knowledge, skills and capacity	16
2.4.2 Non-compliance with Policies and Regulations	16
2.4.3 Inadequate planning and linking demand to the budget.....	17
2.4.4 Accountability, fraud and corruption	18
2.4.5 Inadequate measures for monitoring and evaluation of SCM.....	19
2.4.6 Unethical behaviour	20
2.5 The Impact of the Procurement Act on Cost savings and Budget Utilisation.....	20
2.6 Overview of the Public Procurement Act of 2015	23
2.6.1 Public Procurement Amendment Act, 2022	25
2.7 Empirical Review	27
2.7.1 Empirical Review Global.....	27
2.7.2 Empirical Review Africa.....	29
2.7.3 Empirical Review Namibia.....	31
2.8 Conceptual Framework	32
2.8.1 Independent Variable: Procurement Act 15 of 2015.....	32
2.8.2 Dependent Variable: Public Service Delivery	33
2.9 Research gaps	35
2.10 SUMMARY	35
CHAPTER THREE.....	36
RESEARCH METHODOLOGY	36
3.1 Introduction	36
3.2 Research philosophy.....	36
3.3 Research design.....	37
3.4 Population of the Study	38

3.5 The Sample and Sampling Procedure	39
3.5.1 Non-Probability Sampling	39
3.5.2 Probability Sampling.....	39
3.5.3 Sample Size.....	40
3.6 Research Instruments	40
3.6.1 Interview guide.....	40
3.6.2 Questionnaire	41
3.7 Data Collection Methods/Procedures	42
3.8 Data analysis procedures	42
3.8.1 Qualitative Data Analysis	42
3.8.2 Quantitative Data Analysis	45
3.9 Reliability and validity	46
3.10 Research Ethics	46
3.11 Summary	47
CHAPTER FOUR.....	49
DATA ANALYSIS, PRESENTATION AND DISCUSSIONS OF THE FINDINGS	49
4.1 Introduction	49
4.2 Response rate.....	49
4.3 Reliability Test	50
4.4 Demographics.....	50
4.4.1 Age	51
4.4.2 Gender	51
4.4.3 Highest Qualification	52
4.4.4 Roles of Organisation.....	53
4.4.5 Period of Service	54
4.5 The effects of the Public Procurement Act of 2015 on public service delivery at the Ministry of Health and Social Services	55
4.5.1 Descriptive Statistics.....	55

4.5.2 The Effect of Public Procurement Act 15 of 2015 on Public Service Delivery..	56
4.6 Public service delivery at the MoHSS.....	60
4.6.1 Descriptive statistics	60
4.7 Procurement Challenges	62
4.8 Cost savings and budget utilisation within the Ministry	63
4.9 The impact of the procurement act on cost savings and budget utilisation.....	65
4.10 Qualitative Research Findings.....	67
4.11.1 Research findings and discussion.....	67
4.11 The Results	71
4.12 Discussions	74
4.12.1 The effects of the 15th Public Procurement Act of 2015 on public service delivery at the Ministry of Health and Social Services.....	74
4.12.1 The challenges, the Ministry currently facing due to act 15 of 2015.....	76
4.12.3 The impact of the procurement act on cost savings and budget utilisation by the MoHSS.....	78
4.13 Summary	81
CHAPTER FIVE.....	82
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	82
5.2 Introduction	82
5.2 Summary	82
5.2.1 The Effect of the Procurement Act 15 of 2015 on Public Service Delivery.....	82
5.2.2 The study determined the challenges the Ministry is currently facing due to act 15 of 2015	83
5.2.3 The Impact of the Public Procurement Act 15 of 2015 regarding Cost Savings and Budget Utilisation	83
5.3 Conclusions	84
5.4 Contribution to knowledge	84

5.5 Recommendations.....	85
5.6 Areas for further research.....	87
REFERENCES.....	88
7. APPENDICES	95
APPENDIX A: ETHICAL CLEARANCE CERTIFICATE FROM UNAM	95
APPENDIX B: PERMISSION LETTER FROM MoHSS	96
APPENDIX C: RESEARCH QUESTIONNAIRE	97
APPENDIX D: INTERVIEW GUIDE	103
APPENDIX E: LANGUAGE EDITING CERTIFICATE.....	105

LIST OF FIGURES

Figure 2.1 Conceptual Framework.....	33
Figure 4.1 Age.....	51
Figure 4.2 Gender.....	52
Figure 4.3 Highest Qualification.....	52
Figure 4.4 Role in Organisation.....	53
Figure 4.5 Period of Service	54
Figure 4.6 Transcribed files in Nvivo with codes and references.....	67
Figure 4.7 Initial concepts derived from the transcripts.....	68

LIST OF TABLES

Table 3.3 Study Population	38
Table 4.1 Reliability test	50
Table 4.2 Descriptive statistics	55
Table 4.3 Model summary	57
Table 4.4 Anova	57
Table 4.5 Coefficients	58
Table 4.6 Descriptive statistics	60
Table 4.7 Procurement Challenges	62
Table 4.8 Cost saving	64
Table 4.9 Model summary	65
Table 4.10 Anova	66
Table 4.11 Initial concepts	69
Table 4.12: The 11 key concepts identified	69
Table 4.13: The six categories derived from the 13 key concepts	70
Table 4.14: The four themes derived from the nine categories	71

LIST OF ABBREVIATIONS AND ACRONYMS

Abbreviation	Definitions
GDP	Gross Domestic Product
CMS	Central Medical Stores
CPBN	Central Procurement Board of Namibia
IFMS	Integrated Financial Management System
MFPE	Ministry of Finance and Public Enterprises
MoHSS	Ministry of Health and Social Services
NUST	Namibia University of Science and Technology
OMAs	Offices, Ministries and Agencies
PPU	Public Procurement Unit
UK	United Kingdom
UNAM	University of Namibia

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DEDICATION

This thesis is dedicated to my parents and siblings.

DECLARATIONS

I, Rauna Iyaloo Tangi Mofuka hereby declare that this study is my own work and is a true reflection of my research, and that this work, or any part thereof has not been submitted for a degree at any other institution.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study evaluated the effects of the public procurement act 15 of 2015 on service delivery in the Namibian public sector and focused on the Ministry of Health and Social Services (MoHSS) as the case study. This chapter introduces the study by contextualising the research topic which strengthened the understanding on the public procurement and its effect on public service delivery within the context of Namibia. The chapter also outlines the statement of the problem and thereafter the research objectives and research questions. The chapter goes on to outline the significance of the study, limitations and delimitations of the study.

1.2 Background of the Study

The impact of procurement act on the provision of public services varies greatly among global and Namibian settings, underscoring the significance of accountability, openness, and efficiency in procurement procedures (Anane et al., 2019). Effective procurement regulations are critical to reducing corruption and improving service delivery on a global scale. Better service results, for example, have been demonstrated to result from the use of e-procurement systems, which increase openness and lower the risk of corruption (Anane et al., 2019). Public procurement is an important instrument for economic management and policy execution in industrialised nations, particularly in the USA and Europe (Kisaka et al, 2022). Over 250,000 public entities participate in public procurement in Europe, which contributes roughly 14% of GDP and provides strategic

leverage in accomplishing policy goals (Kisaka et al, 2022). The USA's strategy, in contrast, places a strong emphasis on exercising judgment and incorporating environmental factors through the use of tools like life-cycle costing and eco-labels (Viteri, 2018).

Procurement corruption is still a major problem in Africa. Research conducted in South Africa and Nigeria shows that poor accountability and opaque procurement procedures result in subpar service delivery (Njoki, 2018). Although Nigeria's Public Procurement Act has made significant progress toward increasing openness and decreasing corruption, problems such as insufficient training continue to exist (Njoki, 2018). In Namibia, according to a study comparing local and international pharmaceutical procurement pricing, local vendors frequently charge more than foreign ones, indicating inefficiencies in the procurement system. In order to improve public service delivery in the healthcare sector, this means that better pricing mechanisms are required (Manyati, 2021).

To fulfil its developmental purpose, which includes building houses, roads, and learning institutions, the public sector makes use of the public procurement system. According to Anane et al. (2019), Marius (2017), Njoki (2018) and Triyanto et al. (2017), the government utilises public procurement to boost the country's economy, protect domestic businesses from stiff foreign competition, revitalise certain economic sectors, and address regional differences. This point of view was reinforced by Anane et al. (2019), who claimed that public procurement can be crucial to achieving governmental goals. According to Anane et al. (2019), the government creates procedures to facilitate service delivery and employs independent contractors to provide services to the public. This is because the private sector has been able to outperform the government in terms of

efficiency. Therefore, procurement is essential to managing and involving service providers as a procurement failure has a negative impact on service delivery. According to Israel et al. (2019), all government agencies tasked with providing services rely on the public procurement process, which is essential for guaranteeing good governance.

Pooe et al. (2018) posit that public procurement helps the government accomplish its policy goals, which include strengthening historically underrepresented groups, boosting the business sector, and creating jobs. On the other hand, Merope (2021) presented an opposing viewpoint, arguing that public procurement procedures have played a role in the decline of public services. This claim becomes more credible in light of the Ministry of Health and Social Services' (MoHSS') apparent procurement difficulties, which are reflected in inadequate pharmaceutical supply chains and inadequate health sector service delivery (Dawaseb, 2023). Geographical and demographic considerations make these problems worse, especially in large, sparsely inhabited areas (Dawaseb, 2023). Surprisingly, only 18% of Namibians have adequate access to healthcare, with the remaining 82% having either restricted or uncertain access to insurance and medical services (Moser, 2024). The obstacles encompass a number of issues such as delayed procurement, inadequate pharmaceutical inventories with respect to volume and quality criteria, weak supply chain accountability, logistical flaws, and a poorly functioning pharmaceutical information management system (Moser, 2024).

For the purpose of making purchases of goods, services, and works for the general public, public procurement is regulated by a number of laws that must be followed (Changalima et al., 2022). Numerous bureaucratic obstacles are perceived to hinder innovation and cost-effectiveness in public procurement (Changalima et al., 2022). These obstacles

include rigid public procurement procedures that do not foster long-term supplier relationships and poor information regarding government goals for the future (Mutava, 2017). While some of these procedures are ineffective and lead to the selection of inappropriate suppliers, some of these red tapes significantly hinder the improvement of service delivery. For instance, fraud and corruption may result in the wrong provider receiving a tender that will be difficult or impossible to fulfil because the supplier lacks industry experience (Mutembei, 2019). It is said that red tape leads to needless bureaucracy, such as "middlemen," raising the price of a good, while decreasing its intrinsic worth (Mutembei, 2019).

Public procurement in Namibia is guided by Public Procurement Act No.15 of 2015 and Public Procurement Regulation in terms of regulating the procurement of goods and services. The procurement act regulates the procurement of goods, works and services for public entities. It establishes the Procurement Policy Unit and the Central Procurement Board of Namibia, and provides the procurement methods, bidding challenge, and review. However, the current procurement legislation is inefficient, hindering the provision of public services (Manyati, 2021). Before the act, other laws ensured procurement effectiveness. According to András et al.(2022) business executives and analysts are frustrated with the slow public procurement process, caused by anti-corruption laws, affecting service delivery.

The study's identification of a research gap results from a lack of knowledge regarding the precise effects of Namibia's Public Procurement Act No. 15 of 2015 on the provision of public services, particularly in the healthcare industry. While earlier study has examined procurement issues in several African nations, little attention has been paid to how

Namibia's procurement regulations affect the effectiveness and calibre of services, particularly when it comes to healthcare. This research fills this vacuum by examining the difficulties that Namibia's Public Procurement Act has faced since its introduction, utilising the Ministry of Health and Social Services in the Khomas Region as a case study. By using this method, the study provides insightful information about the real-world effects of procurement laws on service provision. Therefore, this study assessed the impact of the Procurement Act no 15, of 2015 on public sector service delivery, by examining the Ministry of Health and Social Services in the Khomas Region as a case study to identify post-implementation challenges.

1.3 Statement of the Problem

Manyati (2021), notes that the existing procurement laws are ineffective and impede the delivery of public services. According to Pott et al.(2023), anti-corruption legislation has caused the public procurement process to be delayed, which has frustrated corporate executives and analysts and affected service delivery. According to Moser (2024), these difficulties include a number of problems, such as delayed procurement, inadequate pharmaceutical inventories in terms of volume and quality, poor supply chain accountability, logistical problems, and a malfunctioning pharmaceutical information management system. If issues persist, there may be continuous shortages of necessary drugs, which could make it more difficult for the MoHSS to carry out its mandate. While research by Zhang et al. (2022), Elia & Erasmus (2017) and Moser (2024) offered insightful analyses of challenges associated with public procurement from an international, African, and Namibian viewpoint, respectively, these studies did not particularly address Namibia's MoHSS or the healthcare industry. This gap therefore

requires further study on the multifaceted nature of MoHSS procurement processes and their effects on service delivery. Additionally, It was crucial to evaluate how the Procurement Act affected the Ministry of Health and Social Services' (MoHSS) mission because of the vital role the Ministry plays in providing the Namibian people with high-quality healthcare. In light of this, the study's purpose was to determine if the Public Procurement Act 15 of 2015 has improved the delivery of public services. The research aims to understand the influence of the procurement act on service delivery within the Ministry of Health and Social Services, given the lack of empirical literature assessing the Act's implications on public sector service delivery, especially in the health care sector.

1.4 Main research objective

The main objective of the study was: To measure the effects of the Public Procurement Act 15 of 2015 on service delivery at the Ministry of Health and Social Services

1.4.1 Specific research objective

The specific objectives of this study were:

- To measure the effects of the 15th Public Procurement Act of 2015 on public service delivery at the Ministry of Health and Social Services
- To determine the challenges, the Ministry is currently facing due to act 15 of 2015
- To identify potential bottlenecks or barriers to effective procurement and service delivery that may arise as a result of the procurement act and propose recommendations for improvement.
- To evaluate the impact of the procurement act on cost savings and budget utilisation within the Ministry, with a focus on achieving value for money in procurement.

1.5 Hypothesis

By streamlining procurement procedures and increasing the availability of crucial resources, the Public Procurement Act 15 of 2015's implementation would improve public service delivery at the Ministry of Health and Social Services.

1.6 Significance of the study

Although the procurement act plays a vital role in ensuring effective public service delivery, there is a dearth of studies that examine its influence in Namibia. The impact of the procurement act on the provision of services by the Ministry of Health and Social Services in Namibia is being assessed in this research. The study's contribution to the literature may provide valuable insights for important parties involved. The research provides the Ministry of Health with insights on the impact of the law on their operations, and could assist policymakers in identifying and implementing any required modifications.

1.7 Limitations of the study

The study might have been affected by selection bias because it only focused on the Ministry of Health and Social Services and excluded other ministries or sectors in the public service in Namibia. However, excluding these other public sector organisations in this study did not affect the study findings.

The respondents are full time employees at the Ministry of Health and Social Services and had limited time to participate in the study. The appointments with the respondents were made in time to avoid delays and to give the respondents enough time to participate in the study.

1.8 Delimitations

This study only focused on the Ministry of Health and Social Services in Namibia and did not include other ministries or sectors in the public service. Namibia has a total of thirty-four (34) district hospitals, one (1) referral, four (4) intermediate hospitals, forty-three (43) Health centres and two hundred and seventy-nine (279) clinics. This study only focused on Katutura Intermediate Hospital (KIH), Windhoek Central Hospital (WCH), and the Ministry of Health and Social Services Headquarters, where procurement is centralised within the Khomas region. Excluded in the study are three (3) intermediate hospitals and forty-three (43) health centres and two hundred and seventy-nine (279) clinics as per the 2023 statistics. Employees working within the procurement processes or departments were included in the study while other health care employees such as doctors, nurses etc. were excluded.

1.9 Summary

This chapter introduced the research study on the impact of the Procurement Act 15 of 2015 of public service delivery. The chapter outlined the background of the study, the problem statement, research objectives, hypothesis, significance, limitations and delimitations of the study. The following chapter is the literature review.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter of the study reviewed various literature sources related to the study topic, it discussed literature on public procurement and public service delivery. Reviewing literature sources helped understand what is both known and unknown about the topic. The main concepts guiding the study were defined and explained. The theoretical framework has been discussed in this chapter; thereafter the chapter looked into the effects of public procurement laws on public service delivery, the challenges to effective procurement and service delivery and the impact of the procurement legislation on cost savings and budget utilisation.

2.1 Theoretical Framework

This section analyses the three main theories related to this study and explains the theory that was adopted for this study.

2.1.1 Principal Agency Theory

Agaba & Kalu (2018) argues that it is now well acknowledged that the effectiveness of government policy and decision-making is greatly influenced by the operational relationships that exist between government agencies, their buyers, and their suppliers. Even yet, research on cooperative purchasing has been ongoing for a while (Agaba & Kalu, 2018). It is only in recent times that scholars have returned to cooperative public purchasing (CPP) to seek further elucidation of its theoretical foundations (Simone, 2021). Agency theory shows great potential in linking empirical observation to a broadly applicable theory of cooperative purchasing, given what is known about cooperative

public purchasing at this crucial juncture (Simone, 2021). Agency theory can assist explain the purchasing incentives of individual consumers by modelling their underlying motives and elucidating the needs and aims of the stakeholders who support the cooperative purchasing process, in addition to offering fresh perspectives on time-honoured issues (Chikazhe & Tukuta, 2022). Consequently, this information could be useful in providing basic direction to companies looking to switch from operational to strategic purchasing. An agency relationship, according to Chikazhe & Tukuta (2022), is a contract in which one or more individuals (the principals) hire another individual (the agent) to carry out a service on their behalf, entailing giving the agent some degree of decision-making authority. The agent has to make decisions when carrying out the duties in the principle-agent relationship that affect the principal as well as the agent (Mutava, 2017). Since each actor may experience either positive or negative outcomes, the agent's decision has an impact on both players' well-being. The agent-principal connection is frequently established because the agent has more of the time, resources, and/or expertise required to carry out the intended tasks (Of et al., 2018). However, managing the relationship with the agent inevitably presents the principal with a number of issues, the first of which is selecting the right agent.

2.1.2 Balanced Score Card Theory

The balanced score Kaplan & Norton (1992) created card to reduce reliance on antiquated accounting techniques. To increase efficiency, organisations should use non-financial measures (Kituyi et al., 2017). The mission of an organisation is divided into precise, measurable goals via the balanced score card. The comprehensive method known as the Balanced Score Card assesses an organisation's performance to guarantee consistency and

appropriate actions taken to create the desired future (Kituyi et al., 2017). The top management of the company, end users, internal procedures, and financial backing are all necessary for the successful adoption of procurement best practices. A company's strategy and managerial actions are linked by the Balanced Score Card performance management idea (Marius, 2017).

2.1.3 Adopted Theory: Institutional Theory

The analysis of the structure and behaviour of organisations revolves around institutions, according to the institutional theory of organisations (Manyathi et al., 2021). Organisations are local instantiations of larger institutions from this perspective. The formation and dissemination of organisational forms, design elements, and practices are influenced by institutions, which are defined as accepted ideas, regulations, and conventions (Manyathi et al., 2021). Following established guidelines is seen as a way to establish credibility, reduce ambiguity, and make an organisation's actions and operations more understandable. This study was based on the Institutional Theory, Institutional theory looks at how institutions and organisations influence decisions, practices, and behaviour (Njoki, 2018). The Institutional Theory aids in comprehending how outside forces like laws, regulations, and conventions affect institutions and organisations in the public sector (Donaldson & Preston, 2019). The theory would be helpful in your research as you examine the impact of the Public Procurement Act of 2015 on the procurement processes used by public sector organisations. This can entail adjustments to compliance and transparency policies as well as procurement practices.

2.3 The Effects of the Public Procurement Act on Public Service Delivery

In both industrialised and developing nations, a large number of empirical studies have been carried out to assess the impact of procurement procedures on service delivery. Using Kenya Power as a case study, Benson et al. (2017) assessed how procurement processes affect public sector service delivery, concentrating on the provision of energy. The study aimed to determine the impact of procurement policies, procurement planning, and sustainable procurement practices on the provision of services. With a response rate of 71%, the study selected a sample of 100 respondents using the stratified sampling technique from a target population of 160 employees. The study used a descriptive analytical approach and concluded that service delivery is influenced by procurement policy, planning, and sustainable procurement practices. The unique cultural, economic, and regulatory background of Kenya may have had an impact on the study's conclusions, as it may differ dramatically from other contexts, especially those seen in developed countries.

Using the Agricultural Development Corporation as a case study, Komakech (2019) comparable study examines the impact of procurement strategy on procurement performance in Nairobi. The research design used in the study was descriptive. The study's conclusion is that the presence of a procurement portfolio, effective logistics management, and adherence to procurement plans all has a positive impact on the procurement performance in institutions. The analysis was done using descriptive statistics, which integrated both qualitative and quantitative techniques. Even though descriptive designs offer insightful information, they frequently fall short of the complexity required to prove

causation or comprehend underlying systems. Using a more thorough research design, like a mixed-methods approach or longitudinal study, may make it easier to pinpoint the causal links between the results of service delivery and procurement policy.

Anane et al. (2019) evaluated the practice of procurement planning and its execution preparation using the opinions of UNDP Ethiopia personnel. A total of 77 staff members from all requesting units were included in the study, and 45 respondents were chosen at random using a purposive sampling technique and a descriptive study design. The findings demonstrate that the organisation's procedures for early needs identification, specification preparation, price estimating, and consolidation of procurement needs at the office level are not followed in the workplace when it comes to procurement planning preparation. The procurement procedure is carried out based on requests from individual units rather than being consolidated at the office level. Furthermore, the survey agreed that the requesting and procurement divisions do not collaborate or work as a team while preparing procurement plans. The study's conclusions regarding the practice of implementing procurement procedures revealed that bids were publicised without a plan, on short notice, and on a regular basis. Additionally, contract amounts were varied, and the terms of reference and specifications were modified.

The study was unable to go deeper into the causal linkages between procurement planning techniques and results because of its dependence on a descriptive study methodology. The MoHSS study evaluated the effects of procurement strategy and execution on service delivery, efficiency, and patient satisfaction using sophisticated analytical techniques such as correlation and multiple regression analysis. The Anane et al. (2019) study only

addressed a portion of the repercussions of procurement procedures; this would have given a more thorough and useful knowledge of those effects.

In their study, Israel et al. (2019) use the National Hospital Insurance Fund as a case study to investigate the factors that influence the adoption of procurement outsourcing techniques in state businesses in Kenya. Both a census sampling technique and a descriptive survey were used in the study. With an R value of 0.866, the regression model's results demonstrate a strong positive link between the adoption of procurement outsourcing strategies and staff competency, supplier management, contract management, and the regulatory framework. In a more recent study, Poee et al. (2018) used the TNK-BP Oil & Gas Company in Russia as a case study to examine how procurement processes affect service performance. Purposive sampling was the method employed in the study to choose 94 respondents for the sample. Regression model results demonstrate that procurement policies have a beneficial effect on service delivery. The study also finds a beneficial correlation between service delivery and procurement practices. Ultimately, the research demonstrated a favourable correlation between service delivery in TNK-BP and sustainable procurement.

Both studies, above focus on specific organisations—Israel et al. (2019) on Kenya's National Hospital Insurance Fund and Poee et al. (2018) on Russia's TNK-BP Oil & Gas Company—which limits their relevance to larger settings. They generally investigate the impact of procurement procedures on organisational outcomes, such as service delivery or the adoption of outsourcing tactics, without delving further into the implications of national legal frameworks and policies for public sector service delivery. This study

addressed this research gap by looking into how a specific national regulatory framework, the Public Procurement Act, affects service delivery at a crucial public sector institution.

Merope (2021) used the Kenya Agricultural and Livestock Research Organisation as an example to evaluate the impact of procurement planning on service delivery in state companies in Kenya. Ninety people were the study's target group, and they included the Kenya Agricultural and Livestock Research Organisation's financial and procurement officers. Regression analysis results supported the study's conclusion that procurement planning significantly and favourably improved service performance in Kenyan state companies. The study also found a favourable and significant relationship between service delivery and the procurement portfolio. The study also found a favourable and significant relationship between service delivery and procurement policies and procedures. The study also found a positive and significant relationship between logistics management and service delivery. Finally, the study concluded that procurement budgeting procedures and service delivery were positively and significantly related.

While the study identifies some major links between procurement elements (such as logistics management, procurement regulations, and budgeting) and service delivery, it does not investigate the impact of broader regulatory frameworks on these linkages. It specifically does not discuss how national procurement laws and regulations affect the efficacy of procurement planning and service delivery. This study, "The Effect of Public Procurement Act 15 of 2015 on Service Delivery at the MoHSS Namibia," aimed to fill this gap by investigating how a specific national regulatory framework (the Public Procurement Act 15 of 2015) affects the effectiveness of procurement planning and, as a result, service delivery in the public health sector.

2.4 The Challenges to Effective Procurement and Service Delivery

The following section discusses the various challenges within the public procurement system and how they affect public service delivery.

2.4.1 Lack of proper knowledge, skills and capacity

Though the lack of skills has been a recurring theme in public discourse, the governments supports the development of suitable training materials for government departments, local authorities, and municipal entities in order to fully achieve supply chain management (SCM) objectives (Onyango, 2018). Muhanji & Nagri (2019) states that the biggest obstacle to the success of public procurement in Africa is a lack of skills and competence. A crucial component of a successful SCM deployment is having enough capacity, which comes from suitable structures and highly qualified and experienced SCM staff (Muhanji & Nagri, 2019). The skills and abilities of SCM staff in certain government institutions are significantly poor. According to Aggrey et al. (2017), despite having attended several SCM training workshops, a large percentage of SCM players in the South African public domain still lack the necessary understanding for effective implementation. Kisaka et al. (2022) argues that poor governance has resulted from SCM actors' incapacity and ignorance to manage procurement procedures. The African government starts practitioner education programs; however, these programs are never fully implemented.

2.4.2 Non-compliance with Policies and Regulations

Several relevant policies and regulations serve as guidelines for SCM (Aggrey et al, 2017). There is an issue with following these rules and regulations. According to Muhanji & Nagri (2019), a few of the practices that are related to breaking the rules and procedures have to do with the propensity to use the preference points system incorrectly and to not use a competitive process for both bids and quotations. Additionally, according to Onyango (2018), there are insufficient bid committees, unqualified suppliers are used, bids are rejected for improper reasons, the wrong procurement procedure is used with regard to thresholds, validity periods are extended, and the limited bidding process is improperly used. Additionally, Merope (2021) pointed out that insufficient motivation exists for deviating from SCM procedures, insufficient controls and procedures for handling bids, and the appointment of bid committee members is not in line with policy requirements.

2.4.3 Inadequate planning and linking demand to the budget

An essential step in the SCM process is demand management. It outlines the decision-making procedure that enables departments to purchase goods at the most advantageous timing, location, and cost. But many government organisations continue to struggle with poor planning and budgetary linkage (Pooe et al., 2018). In order to ensure that buying requirements are accurately identified, suitable contract strategies are formed, contracts are well managed, and opportunities are taken advantage of to acquire the best deals at the right time and at the right price, cost-effective procurement depends on the expertise of a specialist. It is impossible to overstate how important it is to have precise and practical strategic strategies. There are not always clear-cut plans in place. Some government organisations struggle to accurately manage, control, or report on spending as well as

precisely predict expenses or measure the demands of those who use their services (Israel et al., 2019). According to Kisaka et al. (2022), in order to guarantee that limited resources are acquired effectively and efficiently, it is necessary to appropriately monitor the provision of services. The deployment of SCM has also been impacted by inadequate funding and planning. Therefore, it is essential that demand planning and budget are properly linked by SCM practitioners.

2.4.4 Accountability, fraud and corruption

A key component of public procurement is accountability (Aggrey et al, 2017). The enormous resources channelled through public procurement systems run the risk of becoming entangled with growing corruption and financial misappropriation in the absence of transparent and accountable processes (Muhanji & Nagri, 2019). Onyango (2018) claims that African countries has benefited from historically large-scale social and infrastructure projects since their liberation. However, the vast majority of people who had anticipated that freedom would result in some degree of socioeconomic liberation and improvement are growing more resentful of the government due to a variety of issues, such as a lack of confidence in the effectiveness of government, problems with service delivery, fraud and corruption in some sectors of the economy, and disappointment with empowerment initiatives (Merope, 2021). The South African National Anti-Corruption Hotline received reports of 7 766 different corruption instances from September 2020 through June 2021 in total. Public employees were to fault for their corruption, ineptitude, and carelessness (Komakech, 2019). Each year, about 20% of the government's procurement budget alone "went down the drain." This occurred as a result of officials

failing to oversee how money was spent, overpaying for goods and services, or having their hands in the till. Benson et al. (2017) said. In Zambia anti-corruption commission was one of the government organisations looking into procurement irregularities; roughly 65 municipal officials were under investigation for signing deals with their own Council worth roughly 185 million Kwacha (Obanda et al., 2019). Therefore, it is imperative that creative approaches to reducing corruption and other administrative malpractices in African government domains be reconsidered (Elia & Erasmus, 2017). To combat the evils of fraud, corruption, mishandling of funds, and maladministration, the government must improve and reevaluate its current internal control frameworks to identify any weaknesses (Elia & Erasmus, 2017).

2.4.5 Inadequate measures for monitoring and evaluation of SCM

Information about government performance and planned outcomes is necessary for effective policymaking (Agaba & Kalu, 2018). Robust monitoring and evaluation frameworks enable the gathering and incorporation of this crucial data into the policy cycle, so serving as the cornerstone for responsible public policy and sound governance (Agaba & Kalu, 2018). The lack of, or inadequate existence of a control environment is associated with inadequate monitoring and assessment, and government organisations find it challenging to apply or execute SCM in accordance with policy requirements. As a result, deviations or non-compliance are either missed or discovered after the fact. Government procurement actors have allegedly spent millions of rand in ways that are illegal, according to a Business Day article from 2011. In violation of rules and regulations, the national and provincial governments, as well as their entities, have made

sporadic, unauthorised, pointless, and wasteful expenditures. As required, there is insufficient monitoring and assessment (Simone, 2021).

2.4.6 Unethical behaviour

The study of moral judgments and proper and improper behaviour is known as ethics. Conflict of interest and ethics have a big impact on SCM implementation (Kituyi et al., 2017). Some chief financial officers have enormous power, but they also do not properly consult with other senior officials. Although the procurement process guidance for accounting officers outlines a consistent approach to supply chain management technique (Marius, 2017), there are numerous cases where the recommendations are not followed or used correctly. This has led to disparities in methods and a deficiency in uniformity.

2.5 The Impact of the Procurement Act on Cost savings and Budget Utilisation

Matasio (2017) points out those developing nations in Sub-Saharan Africa that face difficulties in building effective systems for procurement and financial administration. Financial management, particularly public financial management, is an effort made by the government to guarantee that the budget is continuously either in a balanced or surplus type (Matasio, 2017). These are mostly attained by guaranteeing sufficient revenue from both tax and non-tax sources and by cutting back on public spending. Public procurement is a significant government activity in Africa that contributes significantly to the country's financial resources and is seen as a component of a larger reform agenda aimed at enhancing public financial management (Matasio, 2017). Procurement's main idea is

predicated on the idea that advanced planning, scheduling, and group purchasing will save money, improve organisational efficiency, and increase accountability and transparency.

The major goal of a procurement system is to oversee this process, including financial commitments, cash flow management, tracking total spending by commodity type, and invoice turnaround times (Awanyo et al., 2019). Due to the system's requirement for specific internal controls and processes to be in place, the full installation of a procurement system typically causes major modifications to the current business process (Awanyo et al., 2019).

Governments and other publicly funded organisations acquire the materials, labour, and services necessary to carry out public projects through the public procurement process. According to the World Bank (2020), it represents a minimum of 15% of the global gross domestic product (GDP) and a higher percentage in African nations. For the past few decades, governments have searched for ways to reduce public spending and guarantee the efficient and effective use of tax payer funds (Lindskog & Brehmer, 2021). The best potential overall cost for products and services is what the government and public institutions may obtain through public procurement. Public procurement, according to Oduma & Getumo (2017), is a procedure used by organisations in the public sector to purchase products, services, and labour from suppliers who are third parties. It includes funds used by the public sector to offer citizens direct access to essential services. It has to be effective in order for it to benefit everyone.

According to Arasa et al. (2019, p.12), "the public sector in the UK spends over £150 billion a year on goods and services necessary to deliver public services." According to

estimates, public procurement makes up between 70 and 80 percent of all government spending in countries such as Ghana (Arasa et al., 2019). Enhances the quality of services provided to citizens by helping governments make the most of their expenditures by eliminating bottlenecks, fighting corruption, and increasing procurement capability. For sustainable development and more successful communities to be achieved, competitive and transparent public procurement procedures are therefore essential (Martemyanova, 2018).

For all of the aforementioned reasons, among others, the African government have repeatedly emphasised the necessity of effective and transparent procurement processes that may support local suppliers and raise their level of proficiency when submitting applications for public contracts (Martemyanova, 2018). However, this is the region plagued by unethical behaviour. Public authorities who misappropriate funds intended for development put a significant burden on the nation's coffers because these monies are used to acquire commodities, works, and services. Because of this, the government passed the public procurement legislations in an effort to normalize public procurement and guarantee that the country would save money by eliminating questionable activities (Mbae, 2019). A timely and cost-effective implementation of public sector activities free from any trace of corruption was the main goal of any transparent and efficient public procurement process (Mbae, 2019). To give a theoretical framework for the investigation, this paper compiles pertinent literature related to the procurement legislation.

2.6 Overview of the Public Procurement Act of 2015

The Central Procurement Board of Namibia was established on April 1, 2017, as part of the Ministry of Finance's organisational structure, marking the start of the Public Procurement Act (15 of 2015) of Namibia's initial implementation stages. The creation and implementation of this law and its regulations may be appropriately seen as a significant turning point for good governance in the Namibian public sector. This is because they replaced the Tender Board Act of 1996's outdated and increasingly problematic public procurement system, which had become clouded by a loss of public confidence, suspicions of pervasive and endemic corruption, mismanagement, and abuse of public resources.

The Central Procurement Board of Namibia and the Procurement Policy Unit were established along with their respective powers and functions, and the procurement committees and procurement management units were established along with their respective powers and functions. The Procurement Act No. 15 of 2015 is intended to regulate the procurement of goods, works, and services, the letting or hiring of anything, the acquisition or granting of rights for or on behalf of, and the disposal of assets of, public entities. Procurement Act No. 15 of 2015, which went into effect on April 1, 2017. When considering the development of the public procurement system in an independent Namibia, it is important to keep in mind that the country's obligations under three pertinent international agreements to which Namibia had formally and voluntarily acceded over the years significantly influenced and guided reforms. These agreements did not happen in a vacuum and were not solely or even primarily driven by local circumstances.

Procurement Act No15 of 2015 elaborate the powers and functions of the Board in relation to procurement or disposal of assets are to - (a) request relevant information and documents from any public entity; (b) examine such records or other documents and make copies or extracts from them; (c) commission any studies relevant to the award of procurement or disposal contracts; (d) request any professional or technical assistance from any appropriate person in Namibia or elsewhere; and (e) establish appropriate internal procedures for the Board's operations. (l) evaluate the recommendations of a bid evaluation committee and - I accept or reject the bid evaluation committee's proposal to award a contract; or (ii) request the bid evaluation committee, if appropriate, to make a fresh or additional assessment on specified reasons; or (iii) report to the Minister any decision of the Board that is not implemented by the public body within the stipulated time; and (m) conduct such other acts as are not inconsistent with this Act.

A legal entity called the Central Procurement Board of Namibia has been formed, and one of its main goals is to manage the bidding process on behalf of public entities for the award of contracts for the acquisition or disposal of assets that exceed the limit set for public entities. Government Gazette 31 December 2015 13 Act No. 15, 2015 Public Procurement Act, 2015, to engage into contracts for the acquisition or disposal of assets on its own behalf or on behalf of public bodies as indicated in paragraph (a); to oversee and manage accounting officers' management of the Board-awarded procurement contracts.

Section 7 of the Act specifies the Board's authority and responsibilities, including the letting or hiring of property, the acquisition or grant of rights for or on behalf of the government, and the disposal of government property. The Board is also in charge of arranging for the letting or hiring of property, arranging for the acquisition or grant of

rights for or on behalf of the government, and procuring goods and services for the government (Kuugongelwa, 2015). The Board reports to the Ministry of Finance's Directorate of Administration. Because of this, it is an administrative body and must fulfil its duties in accordance with administrative principles, which are fair, reasonable, and legal (Arrowsmith & Kunzlik, 2009).

Additionally, the Namibian government use public procurement to carry out "horizontal" programs, or socio-economic goals. This practice, which has been around for a while and is widely accepted as a tool of public procurement, includes goals like eradicating poverty. This is achieved by lowering the unemployment rate and granting equality of opportunity to groups from historically underprivileged communities like women and youth through economic empowerment (Quinot & Arrowsmith, 2013).

Reservations in the form of set asides, where specific low value contracts are strictly set aside for Small Medium Enterprises (SMEs), and preferential schemes, which are the most common mechanisms and in particular price preference at the award stages, are the legal means used to achieve these objectives. Namibia has also adopted this technique since the Board must implement the government's price preference policy to address social, economic, and educational inequalities when evaluating bids (Tender Board Act, 1996).

2.6.1 Public Procurement Amendment Act, 2022

The amendments to the procurement Act affect many different aspects of the business, such as the Policy Unit's operations, the Board's organisational structure, bid review procedures, and procurement practices. With special exclusions for a few clauses, the Act

went into effect on October 7, 2022. It is significant to remember that some definitions and sections were not included in the Act's first adoption (Government Gazette, 2022). In relation to the disclosure of interest, the Act adds additional definitions, such as "accounting officer" and "associate". The disclosure and conflict of interest clauses rely heavily on these definitions. The Act broadens the responsibilities of accounting officers by permitting the appointment of acting accounting officers under certain conditions. This modification is especially important for public organisations run by boards or other comparable governing bodies. The Act lists those who are thought to have professional ties or associations with Review Panel members, Board members, and staff members. This is a crucial part of the disclosure and conflict of interest clauses. Integrity, accountability, openness, competitive supply, effectiveness, efficiency, fair dealing, value for money, responsiveness, informed decision-making, consistency, legality, and integration are just a few of the concepts in public procurement that the Act seeks to advance. One aspect of this is advocating for the idea of "value for money." A number of core principles are allocated to the Procurement Policy Unit (PPU): responsiveness, legality, integration, accountability, effectiveness, efficiency, fair dealing, transparency, integrity, competitive supply, and value for money (Government Gazette, 2022). It is now mandatory for accounting officers to establish internal organisational structures, one of which is a bid evaluation committee. They are required to participate in procurement planning and provide the PPU with an annual procurement strategy. The accounting officer plays a critical function in guaranteeing adequate record-keeping and the availability of cash. The Act gives public organisations the option to make changes to their yearly procurement plans, provided that they notify the PPU of the changes within a seven-day period. The accounting officer may face disciplinary action if they do not comply. In order to maintain

an impartial evaluation process, the Act stipulates that members of the Board, accounting officers, staff members of procurement management units, and members of procurement committees may not serve on bid evaluation committees within the same public institution.

2.7 Empirical Review

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

2.7.1 Empirical Review Global

According to Mdemu (2020), who conducted in-depth research on public procurement over the past thirty years, public procurement has been marked by an unparalleled global dispersion of complex regimes. Because of the constant advancement of technology and other breakthroughs in procurement execution, procurement procedures are therefore described as a continuous development. The procurement method, record keeping, training, ethics, and ICT usage are the main factors that determine procurement elements in this study. Due to obstacles such the political stability of the nation in question, technology advancements, the nation's current procurement system, and the organisation in question, all of these are susceptible to constant modification.

Muange (2019) shows how improving managers' and procurers' skills and methods can be achieved by aligning procurement entities with sustainable procurement goals and strategy with larger organisational objectives. Despite the fact that public procurement has been associated with substantial financial outlays, Mutava (2017) contend that relatively little study has been done to date on organisational behaviour and non-compliance in purchasing and supply management procedures. In this sense, procurement-related processes need to be given top priority if organisational prosperity is to be achieved.

Kisyula (2022), on the other hand, illustrates the idea of purchasing while taking the organisation's resources into account to guarantee that the supply of all items, products, or services is in line with the organisation's capabilities and thus permits a smooth operation of organisation operations. This view is occasionally overlooked in some developed nations, which impairs the performance of the organisations involved. This is because resources are typically over allocated for procured goods, services, or products because of inadequate planning, which ultimately traps the concerned organisations in needless constraints like debts and occasionally even complete collapse.

Luyimbazi (2020) states that the purpose of public procurement is to award contracts to qualified contractors, suppliers, and service providers in a timely and cost-effective manner for the provision of goods and work in support of government agencies, public services, and organisations in compliance with established guidelines, procedures as set forth by Public Procurement rules, and in Tanzania's case. It is evident that one element contributing to cost overruns caused by related issues like currency depreciation is delayed or postponed contracts or tenders.

2.7.2 Empirical Review Africa

Ngcobo (2020) argued in his research that public procurement systems in Africa and other emerging nations need to continuously improve their defective procurement procedures. This is because, despite the significance of procurement functions and the presence of sound legislation, African countries' procurement practices have been the focus of criticism in recent years. Because of this, procurement procedures must be reformed in order to meet the issues that are frequently noticed.

Nzimakwe (2023) stated that there is much to be done to address the factors influencing procurement systems and processes in Africa, using Kenya as a clear example. The majority of prior research has concentrated on supply chain management as a whole rather than procurement processes specifically and public procurement regulations. This is the gap that this study identified and intends to address.

According to Hepher (2019), planning is an essential component in determining how well public organisations function when it comes to procurement. A proactive and well-planned procurement budget typically stays within the allocated budget, making the procurement plan a crucial instrument for budget accomplishment. In this instance, procurement regulations and procedures must be followed, and there needs to be a well-established procurement plan that is integrated into the budget process. Hepher (2019) emphasises that a well-planned procurement budget is crucial for staying within the allocated budget, suggesting that integration between procurement planning and the

budgeting process is essential. The gap here lies in understanding how well the Public Procurement Act 15 of 2015 facilitates or hinders this integration within MoHSS. This study explored the extent to which the Procurement Act has led to the development of integrated procurement plans that align with the budgetary allocations at MoHSS. It can also examine whether these plans are effectively contributing to budgetary discipline and service delivery.

It is extremely difficult to achieve comprehensive, systemic changes to the legal framework in procurement, according to a review by Mbabazi et al. (2019) of countries where reform efforts have stalled for a long time. This has been noted in cases where there is a lack of consistent political commitment and support from the highest levels of government, as procurement challenges are dynamic in nature. Viteri (2018) highlights the significance of providing rationale for public access to procurement-related information in his study, which was carried out in three African countries. Access to public procurement information will increase accountability and transparency in the use of public monies by educating the public about things that are acquired.

According to a research by Sospeter & Li (2018), procurement planning often entails the following: purpose identification, scope definition, customer need determination, identification of key procurement operations, cost and time estimation, responsibility assignment, etc. Naude & Badenhorst-Weiss (2017) linked corruption, which eventually hinders compliance, to the shortage of skilled and knowledgeable procurement workers in public procurement agencies. Effective training improves employees' performance by improving their knowledge, skills, and habits. Increased production, increased profit, and consequently positive returns on Mullins' training investment will follow from improved

performance. According to Ambe (2016), a significant hindrance to public procurement is improper or lax planning and controlling of the procuring process, including poorly identified and estimated needs, vague, immeasurable, unachievable, and unrealistic budgets, as well as woefully inadequate staff skills. When decision-making is done thoughtfully and correctly, it can serve as a key tool for gathering, supplying, and evaluating resources.

2.7.3 Empirical Review Namibia

Kuugongelwa (2015) analysed public procurement supplier remedies regulatory framework and found that Namibia does not currently have a standstill period in place. The Tender Board of Namibia Act 16 of 1996 permits the contract to be given to be completed as soon as the successful provider is notified, as stated in Section 16(2). Thus, failed providers who feel wronged may contest this finalized contract, which would impede the execution of contracts that have been granted. Furthermore, the only provider remedy accessible to suppliers in Namibia is judicial review, which entails court intervention. There are no administrative supplier remedies in existence. However, judicial review is inappropriate since it causes excessive legal costs and delays that harm the procurement process overall. It has been adopted after the EU's standstill period was instituted.

According to Kuugongelwa (2015), contracts in Namibia can be executed as soon as the successful bidder is notified, as there is no stagnation period in place. The evaluation of how this absence affects service delivery and procurement processes is where the gap is.

The Procurement Act 15 of 2015's lack of a standstill period may have an impact on the fairness and quality of MoHSS procurement decisions; this is something that the study investigated. Additionally, the study evaluated how this affects the overall effectiveness and efficiency of service delivery, as well as whether introducing a standstill period could lead to better results. Triyanto et al. (2017) in his study titled “Enforcing Ethical Practices in the Public Procurement Process in Namibia” found that there are ineffectiveness and system flaws within the Namibian procurement Act. The outcomes additionally demonstrate the extreme ineffectiveness of the implemented control systems. Following an examination of the current control mechanisms, recommendations are made to improve them. According to the findings, the public procurement system may help reduce poverty and create jobs in terms of socioeconomic development. The study also shows that employees and board members in the public procurement apparatus do not have access to a detailed code of ethics.

2.8 Conceptual Framework

The Procurement Act 15 of 2015 is the independent variable while service delivery is the dependent variable.

2.8.1 Independent Variable: Procurement Act 15 of 2015

Key performance metrics covering its rules, regulations, and procurement procedures were used to evaluate the Procurement Act 15 of 2015. These indicators functioned as a gauge for the application and observance of the law's specified procurement procedures.

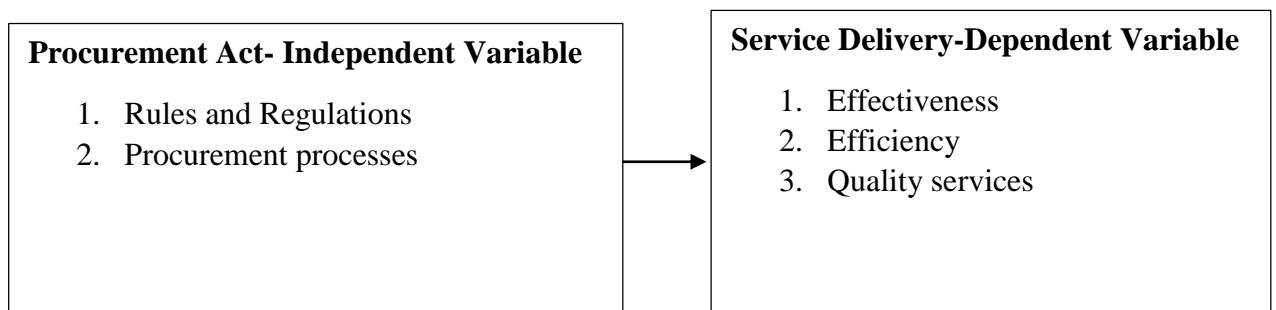
2.8.2 Dependent Variable: Public Service Delivery

The effectiveness, efficiency, and quality of the services were assessed. These aspects of service delivery functioned as the benchmarks for gauging how the Procurement Act affected the services rendered. This study shed light on the general influence of procurement procedures on public service performance by examining the connection between the Procurement Act and the efficacy, efficiency, and quality of service delivery. This framework offers a deeper comprehension of the relationships between the outcomes and procurement regulations in the context of service delivery.

Based on the above information, the hypothesis of the study formulated:

H₁-Public Procurement Act 15 of 2025 has a significant positive effect on public service delivery at the MoHSS

Figure 2.1: Conceptual Framework



Source: Researcher's own Design

Procurement policy has a distinct influence on the procurement process (Siddiqui, 2020).

Procurement policy that encourages transparency and integrity in the procurement cycle,

for example, positively influenced the procurement process; Muktadir et al. (2022) state that procurement entities with good procurement policies also have better service delivery. Godrich et al. (2022) affirms that procurement policy contributions in facilitating service delivery in an efficient manner are generally undeniable. In order for the organisation to deliver high-quality services, transparency guarantees that the purchases of materials, labour, and services are of the highest calibre and adhere to the appropriate specifications. Value for the organisation's resources is ensured by open policies like e-procurement, which contracts with vendors that can deliver premium goods and services at competitive prices (Magableh, 2021).

Five essential components make up Thai (2001)'s model of procurement: purchasing department instructions, legislation development and administering, authorisation and appropriations, procurement function in operations, and procurement workforce and feedback. Although Parast & Subramanian (2020) included some helpful case studies and mentioned supply policy in passing, their main emphasis was once more on distribution policy as a tool for governmental change. As an alternative, PWC (2020) refer to concepts like openness, integrity, competition, and true value for money as "policies." As a result, we discover that there is a dearth of theoretical and empirical research on public procurement policy. Muktadir et al. (2022) clarified that the public procurement system must be regulated by sound laws and regulations, as this will determine the level of efficiency or inefficiency in the system. In essence, public procurement is a delicate process driven by political considerations.

2.9 Research gaps

The literature's research gaps point to a need for more effective stakeholder participation and consultation in the public procurement process, increased transparency, fairness, and competitiveness in the tendering process, and improved procurement regulations and practices (Magableh, 2021). This is the basis for the current study examining the impact of Namibia's procurement act on service delivery in the public sector. The research gap in the literature is the need for further studies to evaluate the impact of the procurement act on service delivery in the public sector in Namibia.

2.10 SUMMARY

The literature review has analysed various literature on the public procurement and public service delivery. The theoretical framework has identified the institutional theory as the suitable theory for the study. Public procurements have been described in the context on different settings and countries. The chapter also discussed the empirical findings from previous studies and outlined the conceptual framework for the study. The next chapter is the research methodology.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology that was used in this study. The chapter presents the research design, the study population, sampling and sample size, research instruments, data collection procedures and research ethics.

3.2 Research philosophy

According to Saunders & Bristow (2023), research philosophy is a collection of assumptions and viewpoints regarding the growth of knowledge. They went on to add that one aspect of research philosophy is the expansion of knowledge in a specific topic. To put it simply, the process entails generating novel insights to address specific issues (Saunders & Bristow, 2023). According to Saunders (2016), there are five research philosophies: postmodernism, pragmatism, positivism, interpretivism, and critical realism (Roopa & Rani, 2019). Pragmatic research philosophy views ideas as relevant only when they help act. Pragmatists recognise that there are multiple ways to do research and comprehend the world; that different realities may exist; and that no single point of view can ever present the complete picture (Saunders & Bristow, 2023).

Given its emphasis on practical implications, adaptability, and problem-solving all of which are goals consistent with mixed research, pragmatism makes an excellent philosophical basis for researchers utilising a combination of qualitative and quantitative approaches to address complex research issues (Saunders, 2016).

Pragmatism was appropriate for this study since it gave the researcher flexibility in combining qualitative and quantitative methods. The study sought to address real-world issues with the procurement process and its impact on service delivery. Pragmatism was appropriate for this, since it focuses on problem solving and comprehending the repercussions of actions, making it perfect for studies aimed at improving public sector processes. Pragmatism considers the context in which the research is conducted, acknowledging that different conditions may necessitate distinct techniques. This was significant to the study because the impact of the Procurement Act differed based on specific conditions inside the MoHSS, necessitating a context-sensitive analysis.

3.3 Research design

According to Roopa & Rani (2019), a research design is a set of formal procedures for collecting, analysing, and interpreting data. A research design, according to Boru (2018), determines the framework and direction that the study will follow. Furthermore, as clarified by Creswell (2018), a research design is a general procedure that logically and consistently integrates several study components. A pragmatic research philosophy was chosen for this study.

In order to produce thorough and comprehensive results, the study employed a mixed methodology that included the use of both quantitative and qualitative methodologies in data gathering and data analysis. Concurrent use of a mixed research approach was used. With the aid of a mixed research approach that combined the benefits of qualitative and quantitative methods, the effect of the Public Procurement Act on service delivery was examined holistically. This allowed for a thorough and nuanced understanding of the

complex relationship between public service outcomes and procurement policies. Since both qualitative and quantitative methods were applied, triangulation was made possible, enabling results from one approach to be verified or improved upon by those from the other. This improved the overall reliability and trustworthiness of the study.

3.4 Population of the Study

Neville (2019) defined study population as an entire group of individuals having a particular set of traits. The targeted population included store administrative officers, directors, administrative officers at the Procurement Management Unit and other procurement officials. The total number of employees working within the procurement system at Windhoek Central Hospital, Katutura Intermediate Hospital, and the Headquarters (Procurement Management Unit) is 75, and this constituted the population of the study. The population was broken down into the following strata:

Table 3.3 Study Population

Department	Number of Employees
Stores Administrative Officers	20
Directors	5
Administrative Officers: Procurement Management Unit and other procurement sections	50
Total	75

3.5 The Sample and Sampling Procedure

Both non-probability and probability sampling techniques were employed in conducting the research.

3.5.1 Non-Probability Sampling

A sampling that is not probability-based is known as non-probability sampling (Roopa & Rani, 2019). It occurs when the sample is chosen at random or when the inclusion probability of a unit is uncertain, even when random sampling is used (Fàbregues et al., 2021). Non-probability sampling techniques include, for instance, volunteer, judgment or purposive, and quota sampling among others. According to this definition, non-probability sampling does not offer a randomisation distribution where theoretical inference may be made and is not free from researcher selection bias (Fàbregues et al., 2021). Consequently, while creating non-probability sampling methods, these two factors should be considered. This study used purposive sampling to select respondents for the in-depth interviews. Purposive sampling is defined as the sampling method that relies on the judgment of the researcher when selecting the sample size. The purposive sampling method was used because it allowed the researcher, key informants or respondents who had adequate knowledge and experience regarding procurement processes within the MoHSS.

3.5.2 Probability Sampling

Probability sampling methods involve the use of statistical calculation to determine the sample size (Creswell, 2018). Unlike non-probability sampling in which selection bias is high, probability sampling methods eliminate selection bias which means all members of

the population have an equal chance of being selected (Creswell, 2018). Types of sampling methods include stratified, simple random, systemic and cluster sampling methods. This study utilised stratified random sampling method.

3.5.3 Sample Size

Using purposive sampling method, a total of 5 respondents were selected for in-depth interviews while stratified random sampling was used to determine a sample size of 55 respondents for quantitative data collection. The stratified random sampling formula was used to determine the sample size:

$$\frac{\text{Number of employee in a stratum}}{\text{population}} * \text{Sample Size}$$

The study had a sample size of 55 respondents; 15 store administrative office employees, 3 directors and 37 administrative officers.

3.6 Research Instruments

The researcher used in-depth interviews and a structured questionnaire to collect data from the respondents.

3.6.1 Interview guide

One of the various qualitative research methods used to collect information about participants' subjective experiences is the in-depth interview (Haradhan, 2018). The goal is to gather comprehensive data that clarifies a person's viewpoint and the significance they assign to a certain subject, problem, or procedure (Haradhan, 2018). Similar to a

discussion, an in-depth interview aims to elicit a deeper level of meaning from the participant's point of view. The effectiveness and use of in-depth interviews are enhanced by a number of characteristics that define the method (Fetters & Molina-Azorin, 2020). In-depth interviews were used to elicit some response on the challenges, the Ministry is currently facing due to act 15 of 2015 and to identify potential bottlenecks or barriers to effective procurement and service delivery that may arise as a result of the procurement act and propose recommendations for improvement.

3.6.2 Questionnaire

A written series of questions for respondents to respond to is called a questionnaire. A questionnaire is a written document listing a series of questions pertaining to the problem under study, to which the investigator requires the answers, according to Haradhan (2018). Research questionnaire is a tool used to gather data, this is the way that researchers most frequently utilise to gather data (Neville, 2019). The questionnaire was used because it was easy to collect data from the respondents. The respondents were able to respond to the questionnaire on their own without any interference from the researcher. The questionnaire was made up of closed ended questions and utilised a five-point Likert scale. The questionnaire was made up of the following main sections:

Section A: Demographic Data

Section B: Public Procurement Act 15 of 2015

Section C: Public Service Delivery at the MoHSS

Section D: Procurement Challenges

Section E: Cost savings and budget utilisation within the Ministry

3.7 Data Collection Methods/Procedures

The researcher approached the Ministry of Health and Social Services to seek data collection approval. Thereafter the researcher approached the key informants to schedule for the interviews. The interviews were conducted within the agreed dates and within the confines of the MoHSS offices. The interviews were conducted in English and were tape recorded and the recordings were stored in Google drive for safe keeping. The researcher distributed the questionnaires to the respondents during working hours and the respondents managed to return the completed questionnaires within 5 working days.

3.8 Data analysis procedures

The study utilised both qualitative and quantitative data analysis techniques which are in line with the mixed research method.

3.8.1 Qualitative Data Analysis

One of the most crucial phases in the qualitative research process is qualitative data analysis, which helps researchers interpret their qualitative data. Analysing qualitative data is a "labour intensive and time consuming" activity. A contributing factor in this is the "large amounts of contextually laden, subjective, and richly detailed data" that are produced by qualitative research. Thematic data analysis was utilised in this study. The thematic data analysis followed the steps suggested by Braun & Clark (2006). Finding, examining, and summarising patterns (themes) in data were done through the use of thematic analysis. It arranged and provided a detailed description of the data set. It also

frequently went beyond this, interpreting different facets of the study question (Boyatzis, 1998). The variety of various potential topic analyses were also emphasised in connection with several choices made regarding it as a methodology. The qualitative data analysis followed these phases in analysing the data:

Phase 1: Data Familiarisation

The data was first transcribed from verbal to written form; although the process was time consuming it was a way to familiarise with the data. During this stage of data analysis, the researcher familiarised herself with the data; this allowed the researcher to immerse herself in the data to the extent that she was familiar with the breadth and depth of the content. The researcher repeatedly reading the data and searching for meaning within the data.

Phase 2: Generation of Initial Codes

Phase 2 started after the researcher had studied the data, been familiar with it, and created a preliminary list of concepts regarding what the data contained and what was found interesting. The next step in this process was creating the first codes using the data. Codes relate to "the most basic segment, or element, of the raw data or information that can be assessed in a meaningful way, regarding the phenomenon" (Saunders & Bristow, 2023) and highlight a feature (semantic content or latent) that appears relevant to the analyst.

Phase 3: Looking for Themes

Phase 3 started after all of the data had been initially categorised and compiled, and the researcher had a lengthy list of all the codes she had found in the collection of data. This

step involves grouping the various codes into prospective themes and compiling all the pertinent coded data extracts inside the themes that were found. It refocused the investigation at the level of themes rather than codes. In essence, the codes were examined to determine how many codes blended together to create a main theme. The researcher categorised the various codes into themes with the aid of visual aids. A compilation of potential themes, sub-themes, and all data extracts that had been coded in connection with them marked the end of the phase. At this stage, the researcher began to understand the relative importance of the various themes.

Phase Four: Reviewing Themes

The researcher refined the possible themes throughout this step, which started after they were developed. It became clear during this phase that some candidate themes were not themes at all, while other themes might merge into one another. It was necessary to divide some subjects into other categories. There were two stages to this phase's theme review and improvement. Level one review was done at the coded data extract level. Examine all of the compiled excerpts for every theme to see if there was a consistent trend.

Phase Five: Defining and Naming Themes

At this stage, the researcher examined the data within the themes and further developed the ones that were initially provided in the analysis. The researcher performed in-depth study and created a complete report for each distinct theme. In order to make sure there was not too much overlap between themes, it was crucial to determine the story each theme told as well as how it fitted into the larger overall tale the themes were revealing about the data in relation to the research questions.

Phase Six: Writing the Findings

At this stage, the results were presented according to the thematic data analysis outcomes. The outcomes addressed the research questions or objectives.

3.8.2 Quantitative Data Analysis

The methodical process of gathering and assessing quantifiable, validated data is known as quantitative data analysis. It has a statistical method for evaluating or deciphering numerical data (Saunders & Bristow, 2023). The primary goal of a quantitative research analyst is to put a hypothetical situation into numerical form. Typically, it is done by academics who are proficient in quantitative analysis methods, either by hand or with the use of computers (Saunders & Bristow, 2023). Data was described or presented in an understandable, quantitative format using descriptive statistics, a sort of quantitative data analysis (Saunders, 2016). Stated differently, this process of analysis aided the researcher in providing an illustration and summary of observations. Additionally, researchers select this statistical technique because it facilitates the establishment of justification related to quantification.

The quantitative data was analysed using Microsoft Excel and the Statistical Package for Social Science (SPSS) version 24 and findings were presented using statistical tables, and it was presented as tables, pie charts, and graphs. Regression analysis in the form of ordinary least squares was used to calculate the effect of the Procurement Act 15 of 2015 on public service delivery. The following linear regression formula was used to calculate the effect of the independent variable on the dependent variable:

$$Y = \beta_0 + \beta_1 X + \epsilon$$

- Y is the dependent variable (public service delivery).
- X is the independent variable (Implementation of Public Procurement Act 15 of 2015).
- β_0 is the y-intercept, representing the expected value of Y when X is 0.
- β_1 is the slope coefficient, representing the change in Y for a one-unit change in X .
- ϵ is the error term, representing the unobserved factors influencing Y that are not included in the model.

3.9 Reliability and validity

In order to ensure the validity of the research instruments, the research made use of face validity and conducted a pilot study, making use of a small sample size. Content validity was also ensured by consulting the research supervisors and other experts while designing the questionnaire. Cronbach's Alpha was used to determine the reliability of the research instrument and an acceptable index of 0.75 was obtained.

3.10 Research Ethics

Primarily, the study obtained ethical clearance from the University of Namibia ethical committee before collecting data. After obtaining the ethical clearance, the study went on to obtain the data collection permission from the MoHSS. The study adhered to the principles of ethical research, this means the principles of informed consent, minimising risk of harm, protecting anonymity and confidentiality, avoiding deceptive practices and providing the right to withdrawal.

The respondents were not put in a state of harm by participating in the research study; the study did not invade the respondents' privacy and confidentiality. The respondents were not put in a state of discomfort; the sanctity of the MoHSS was respected throughout the study.

Informed consent was obtained from the participants before collecting data. Informed consent means giving the respondents access to the study information: its aims, objectives and why their participation is required. Also, that they could withdraw from the study at any time. The respondents who did not provide informed consent were not forced to take part in the study and those who agreed to participate in the study managed to do so by signing the consent form. The anonymity and identity of the respondents was protected as the study used code names in place of the real names of the respondents and no personal identification information was collected. This was done to protect the respondents from any harm. The study also respected the respondents' right of withdrawal; the respondents who decided to withdraw from the study had their data discarded. Data is stored in a lockable safe for a period of five (5) years and when no longer required will be destroyed through shredding.

3.11 Summary

The mixed research method was best suited for this study because it allowed the research to benefit from the advantages of both the qualitative and quantitative research methods. The data was collected based using the mixed methods approach which meant the use of interview guides and research questionnaires. A sample size of 55 respondents was used and data analysis was done using both qualitative and quantitative data analysis methods.

The following chapter presents, interprets and discusses the research results to come up with the findings of the study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSIONS OF THE FINDINGS

4.1 Introduction

The Public Procurement Act of 2015, public service delivery at the Ministry of Health and Social Services (MoHSS), procurement issues, and cost savings/budget usage within the Ministry are all covered in this chapter in relation to study findings and discussion. The study's demographics are introduced at the beginning of the chapter, offering an overview of the sample population's professional and personal information. The Public Procurement Act of 2015 is then discussed, along with descriptive statistics and correlations, and how the participants perceive about it. A regression analysis is then used to look at how the Act affected MoHSS' service delivery. The chapter also includes research findings from study participants, which are divided into themes including cost-cutting, Act compliance, and procurement difficulties. These findings are discussed in detail, highlighting key insights and implications for policy and practice.

4.2 Response rate

A total of 50 out of 55 respondents who successfully completed and returned their questionnaires yielded a 90.9% response rate for the questionnaires that were issued. This impressively high response rate indicates a high level of participant involvement. Marancik et al. (2020) states that in survey research, response rates of 60% or more are typically regarded as adequate, and rates exceeding 80% are termed good. As a result, the response rate attained not only surpasses but also met accepted benchmarks in the literature, improving the validity and dependability of the data gathered for the research.

4.3 Reliability Test

The following table shows the reliability test result that was carried out to measure the reliability of the research instrument.

Table 4.1 Reliability test

Measure	Value
Cronbach alpha	0.87
Cronbach's Alpha Based on Standardized Items	0.88
Number of Items	5

The survey's strong reliability ($\alpha = 0.87$) indicates that the questions measured the variables in a consistent manner. When a measurement instrument, such a survey or questionnaire, has high reliability, it regularly yields accurate and consistent data from various measurement sessions. Stated otherwise, the tool's items consistently measure the same construct or notion, and the outcomes are trustworthy.

4.4 Demographics

A summary of the professional and demographic traits of a sample population of fifty people is given in the table below. It covers roles within organisations, age distribution, gender representation, highest qualifications acquired, and period of service. To highlight the respondents' diversity and range of experiences, each category is divided into smaller groups.

4.4.1 Age

The following figure shows the age distribution of the respondents according to the data that was collected.

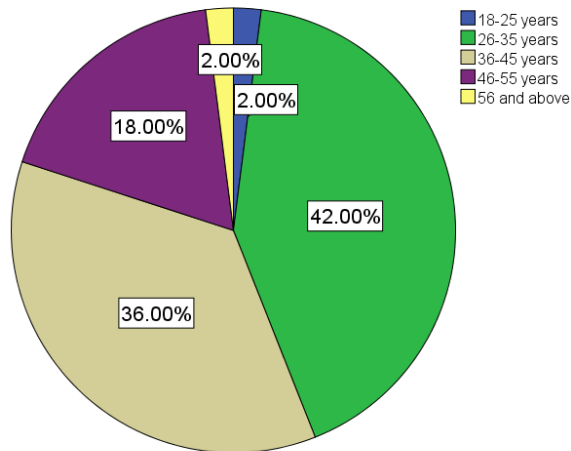


Figure 4.1 Age

The data presents a sample population that is heterogeneous in terms of demographic categories. With 42% of the respondents in this age range, 26–35 is the largest age group; 36% of the respondents were in the 36–45 age group. The 46-55 years age group represented 18% of the respondents. Other smaller age groups were 2% for the 56 years and above and 2% for the 18-25 years age group. The results mean that the perspectives of younger and older age groups were not well represented in this study.

4.4.2 Gender

The study collected data on the gender distribution of the respondents and the following figure shows the study findings.

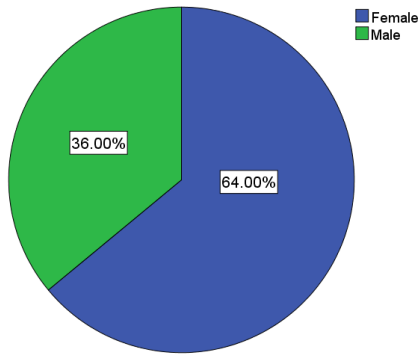


Figure 4.2 Gender

According to the figure above, the majority is made up of women (64%), followed by men (36%). This shows a gender imbalance with the sample having a sizeable female population compared to male population.

4.4.3 Highest Qualification

Data was collected about the highest qualification attained; the following figure shows the study findings.

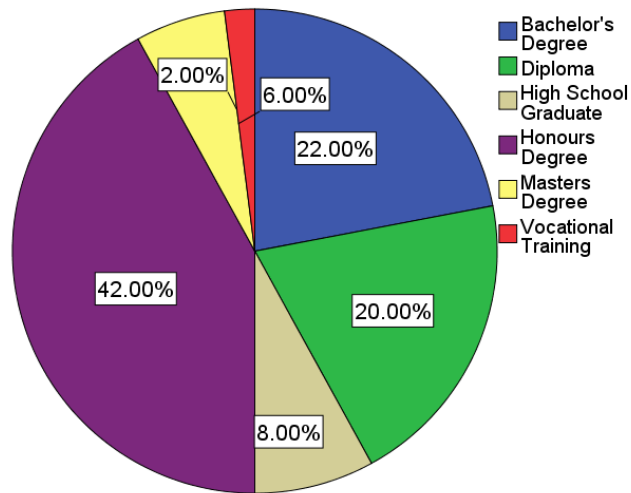


Figure 4.3 Highest Qualification

Regarding educational background, the largest percentage of responders (42%) has an honours degree, followed by a bachelor's degree (22%) and a diploma (20%). The findings show that, regardless of their qualifications, all the respondents were educated which implies that they were able to understand the study topic they provided valuable inputs.

4.4.4 Roles in Organisation

The respondents were asked about the role they play in their organisation, the following figure shows the study findings.

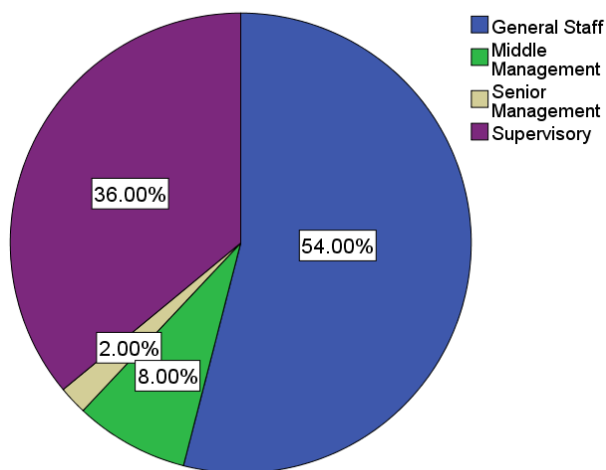


Figure 4.4 Roles in Organisation

General staff positions account for 54% of the responses, with supervisory posts coming in second at 36%. The study findings mean that the bigger part of the sample was general staff followed by supervisors. These are the employees handling day to day operation of the organisation which could imply that they had good understanding of the task and operations with the procurement departments.

4.4.5 Period of Service

The respondents were asked about their period of service and the following figure shows the study findings.

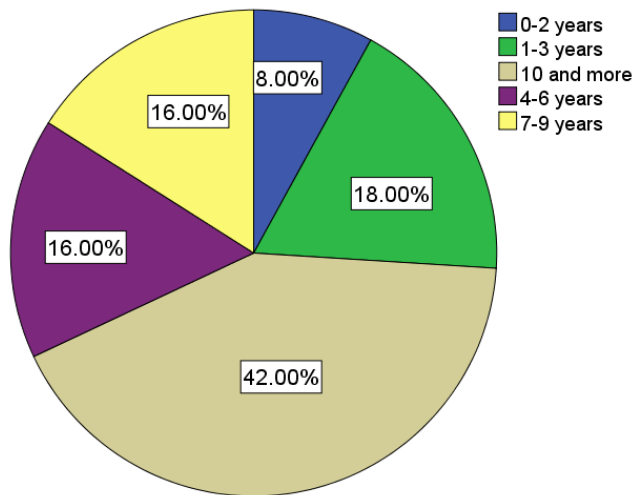


Figure 4.5 Period of Service

When it comes to tenure, a sizable percentage of respondents (42%) have worked for ten years. Exactly 18% of the participants had 1-3 years working experience while 16% had 4-6 years working experience and another 16% of the respondents had between 7-9 years working experience. Only 8% of the respondents had 0-2 years working experience.

The findings show that the sample include both comparatively fresh and seasoned professionals. A bigger part of the sample had more than 10 years working experience which could mean that the majority of the employees have good working experience and have considerable understating of the procurement procedures at the MoHSS.

4.5 The effects of the Public Procurement Act of 2015 on public service delivery at the Ministry of Health and Social Services

The first objectives of the study assessed the effect Public Procurement Act 15 of 2015 on public service delivery. The following section presents the study findings.

4.5.1 Descriptive Statistics

The Public Procurement Act of 2015 perceptions of the respondents is shown in the table below using descriptive statistics. These figures include information about respondents' opinions regarding transparency, efficacy, equity, responsiveness, prevention of corruption, and improvement of procurement processes under the Act.

Table 4.2 Descriptive statistics

Descriptive Statistics					
Statements	N	Minimum	Maximum	Mean	Std. Deviation
Public procurement Act 15 of 2015 encourages Transparency	50	1	5	3.58	1.311
Effectiveness has increased as a result of the Procurement Act	50	1	5	3.14	1.161
Fair competitive environment has been promoted as a result of the Procurement	50	1	5	3.40	1.229
Corruption has been eliminated as a result of the procurement Act	50	1	5	3.12	1.365
The procurement Act responds to the requests and concerns of the many parties involved in public procurement	50	1	5	3.04	1.049
The Act has enhanced public procurement procedures	50	1	5	3.24	1.318

The table's descriptive statistics shed light on respondents' opinions of a range of Public Procurement Act of 2015-related topics. The minimum and maximum scores, mean (average), standard deviation (a measure of dispersion), and number of respondents (N) are all included in the data. On a 5-point rating scale, mean respondents' perceptions of the Act are largely positive, with mean ratings ranging from 3.04 to 3.58. The respondents feel the Act supports transparency in public procurement, as indicated by the highest mean score of 3.58. However, the lowest mean score of 3.04 indicates that respondents are not as sure that the Act sufficiently addresses the grievances and demands of all stakeholders in public procurement.

The standard deviations show how widely respondents' perceptions of each statement are distributed or how variable they are. The findings show that while there is generally a positive perception of the Public Procurement Act of 2015, particularly in terms of transparency, there is some skepticism or uncertainty regarding its ability to adequately address the needs and concerns of all stakeholders. The variability in responses, as shown by the standard deviations, can help identify which aspects of the Act might be more contentious or where opinions are more divided.

4.5.2 The Effect of Public Procurement Act 15 of 2015 on Public Service Delivery

The study measured the effect of the Procurement Act 15 of 2015 on service delivery and made the following findings.

Table 4.3 Model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.733 ^a	.537	.507	.805
a. Predictors: (Constant), Public Procurement Act 15 of 2015				

Service delivery and the execution of the Public Procurement Act 15 of 2015 are significantly correlated, as indicated by the strong positive correlation ($R = .733$). The Public Procurement Act 15 of 2015 can account for roughly 53.7% of the variation in service delivery, according to the R^2 value of .537. This suggests that the Procurement Act has a moderate to high explanatory impact on the provision of services. The Public Procurement Act 15 of 2015 explains a significant amount of the variance in service delivery, as indicated by the modified R^2 value of .507, which is somewhat lower than R^2 . Given that the estimate's standard error (.805) is low, it can be concluded that the Public Procurement Act 15 of 2015-based model's forecasts for service delivery are reasonably accurate.

Table 4.4 Anova

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.580	3	11.527	17.769	.000 ^b
	Residual	29.840	46	.649		
	Total	64.420	49			

a. Dependent Variable: Public Service Delivery
b. Predictors: (Constant), Public procurement Act 15 of 2015

The F-value of 17.769 with a p-value (Sig.) of .000 suggests that the regression model is statistically significant. This means that the Public Procurement Act 15 of 2015, along with other predictors, collectively has a significant effect on "Public Service Delivery." Based on the significance level of the F-test ($p < .05$), the null hypothesis is rejected. This means that there is sufficient evidence to conclude that there is a significant relationship between the Public Procurement Act 15 of 2015 and "Public Service Delivery."

Table 4.5 Coefficients

Coefficients						
Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.298	.690		1.883	.067
	MoHSS provides timely and accessible services to the public	.432	.186	.427	2.330	.025
	When interacting with the public, the MoHSS personnel is polite and considerate.	.325	.231	.244	1.407	.167
	The MoHSS provides clear and simple-to-understand information regarding healthcare services.	-.135	.196	-.132	-.692	.492

When planning and providing healthcare services, the MoHSS, in my opinion, pays attention to the needs and concerns of the general population.	.065	.232	.064	.281	.780
The MoHSS efficiently allocates resources to offer the general population high-quality healthcare services.	.169	.244	.138	.694	.492
I am pleased with how the MoHSS delivers public services.	-.337	.181	-.311	-1.865	.069
a. Dependent Variable: Effectiveness has increased as a result of the Procurement Act					

The Public Procurement Act of 2015's coefficients and their effect on the efficacy of service delivery are displayed in the regression analysis. The following variables have statistically significant positive coefficients: "I am pleased with how the MoHSS delivers public services" and "MoHSS provides timely and accessible services to the public" ($\beta = 0.427$, $p = 0.025$ and $\beta = -0.311$, $p = 0.069$, respectively). These coefficients show that perceptions of timely services and overall satisfaction are linked to increased effectiveness as a result of the Procurement Act. However, the MoHSS pays attention to the needs and concerns of the general public when planning and providing healthcare services, and it provides clear and understandable information regarding healthcare services. These variables have coefficients close to zero and non-significant p-values, indicating that they may not significantly influence effectiveness as measured.

4.6 Public service delivery at the MoHSS

Based on respondents' opinions about several Ministry of Health and Social Services (MoHSS)-related themes, the table displays descriptive statistics. These elements include the promptness and accessibility of services, the manner in which MoHSS staff members interact with the public, the lucidity of the information offered regarding healthcare services, the public's needs and concerns being taken into consideration, the effective use of resources to provide high-quality healthcare services, and the general public's level of satisfaction with MoHSS' service delivery. Based on replies from 50 participants, the table presents the minimum, maximum, mean, and standard deviation values for each facet.

4.6.1 Descriptive statistics

Table 4.6 Descriptive statistics

Descriptive Statistics					
Statements	N	Minimum	Maximum	Mean	Std. Deviation
MoHSS provides timely and accessible services to the public	50	1	5	3.46	1.147
When interacting with the public, the MoHSS personnel is polite and considerate.	50	1	5	3.18	.873
The MoHSS provides clear and simple-to-understand information regarding healthcare services.	50	1	5	3.54	1.129

When planning and providing healthcare services, the MoHSS, in my opinion, pays attention to the needs and concerns of the general population.	50	1	5	3.50	1.129
The MoHSS efficiently allocates resources to offer the general population high-quality healthcare services.	50	1	5	3.40	.948
I am pleased with how the MoHSS delivers public services.	50	1	5	3.00	1.069
Valid N (listwise)	50				

The Ministry of Health and Social Services (MoHSS) is the subject of respondents' perceptions, which are displayed in the descriptive statistics table. The MoHSS is perceived by the general public as offering prompt and easily accessible services, as indicated by the mean rating of 3.46 and standard deviation of 1.147. The MoHSS, which has a mean score of 3.18 and a standard deviation of 0.873, is also seen as kind and thoughtful when interacting with the general population. Furthermore, as evidenced by a mean score of 3.54 and a standard deviation of 1.129, respondents believe that the MoHSS provides straightforward and easy-to-understand information about healthcare services.

Furthermore, with a mean score of 3.40 and a standard deviation of 0.948, respondents largely agree that the MoHSS effectively uses resources to deliver high-quality healthcare services to the general public. However, a mean rating of 3.00 and a standard deviation of 1.069 suggest that general satisfaction with the MoHSS' delivery of public services may be improved. The descriptive statistics show that the general public rates the Ministry of Health and Social Services (MoHSS) as typically providing accessible and timely healthcare services, with a mean rating of 3.46. The MoHSS is also seen as kind and

considerate in its dealings, with a 3.18 on this metric. Respondents feel the ministry provides clear and understandable information (mean 3.54), and that resources are used efficiently to give quality healthcare (mean 3.40). Overall satisfaction with MoHSS services is modest, with a mean score of 3.00, indicating that public service performance might be improved.

4.7 Procurement Challenges

The table below shows the descriptive statistics of the procurement challenges

Table 4.7 Procurement Challenges

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The MoHSS' procurement procedure is simplified and effective.	50	1	5	3.14	1.143
The MoHSS' procurement delays have a severe effect on the supply of vital medical supplies.	50	1	5	4.24	.981
The MoHSS' procurement personnel have received the necessary training and is aware about the laws and practices governing procurement.	50	1	5	2.92	1.192
The MoHSS confronts difficulties with regard to accountability and transparency in procurement procedures.	50	1	5	3.18	1.137

The MoHSS has considerable procurement issues due to limited financial and fiscal resources.	50	1	5	3.70	1.147
I think that the MoHSS' procurement issues require immediate attention.	50	1	5	4.14	1.178
Valid N (listwise)	50				

Views about the Ministry of Health and Social Services' (MoHSS) procurement practices are shown by the descriptive statistics table. The majority of respondents (mean = 3.14, SD = 1.143) think that MoHSS' procurement process is moderately effective, suggesting opportunity for improvement. Nevertheless, they aired out serious concerns (mean = 4.24, SD = 0.981) regarding how procurement delays would affect the availability of essential medical supplies. The participants expressed concerns about the potential deficiency of MoHSS' procurement staff's knowledge and expertise regarding procurement laws and practices (mean = 2.92, SD = 1.192), as well as perceived challenges with accountability and openness in the procurement process (mean = 3.18, SD = 1.137). Mean = 3.70, SD = 1.147) Moreover, MoHSS faces major procurement issues due to inadequate budgetary and fiscal resources. In general, participants firmly believe that the procurement-related concerns at MoHSS require prompt response.

4.8 Cost savings and budget utilisation within the Ministry

The table below shows the cost savings and budget utilisation within MoHSS

Table 4.8 Cost saving

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The Ministry's procurement procedures have seen a considerable improvement in cost reductions owing to the Procurement Act.	50	1	5	3.06	1.202
Since the Procurement Act's adoption, the Ministry has been able to distribute its money more effectively.	50	1	5	3.24	.981
The Ministry now spends less money and uses its resources more efficiently owing to the Procurement Act.	50	1	5	2.94	1.096
The Act has improved budget utilisation by increasing transparency in procurement procedures.	50	1	5	3.06	1.185
I believe the Ministry has benefited from cost reductions and better budget use as a result of the Procurement Act.	50	1	5	3.22	1.130
Valid N (listwise)	50				

After the Procurement Act was passed, opinions of the Ministry's procurement practices were revealed by the descriptive statistics. The majority of respondents (mean = 3.06, SD = 1.202) think that cost reductions have improved somewhat, and the Act has made it possible for the Ministry to allocate funds more wisely (mean = 3.24, SD = 0.981). With a mean of 2.94 and a standard deviation of 1.096, opinions on real spending reductions

and resource efficiency are, nevertheless, considerably split. Most respondents (mean = 3.06, SD = 1.185) concur that the Act has improved budget utilisation by encouraging procurement process openness. With a mean score of 3.22 and a standard deviation of 3.23, respondents believe that overall, the Procurement Act has helped the Ministry through decreasing costs and improving budget use.

4.9 The impact of the procurement act on cost savings and budget utilisation

To measure the effect of the Procurement Act 15 of 2015 on public service delivery, regression analysis in the form of ordinary least squares was used and produced the following study findings.

Table 4.9 Model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.765 ^a	.585	.527	.827
a. Predictors: (Constant), Procurement Act 15 of 2015				

There appears to be a high positive association ($R = .765$) between the MoHSS' public service delivery and the execution of the Procurement Act 15 of 2015. The Procurement Act 15 of 2015 can account for roughly 58.5% of the variation in public service delivery, according to the R^2 value of .585. This suggests that the Procurement Act has a moderate to high explanatory impact on the provision of public services. Even though the adjusted R^2 value of .527 is marginally less than R^2 , it still indicates that the Procurement Act 15 of

2015 explains a significant portion of the variation in public service delivery. Given the low standard error of the estimate (.827), the model's projections for the provision of public services based on the Procurement Act 15 of 2015 appear to be reasonably accurate.

Table 4.10 Anova

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	41.395	6	6.899	10.082	.000 ^b
	Residual	29.425	43	.684		
	Total	70.820	49			
a. Dependent Variable: Cost savings and budget utilisation						
b. Predictors: (Constant), Procurement Act 15 of 2015						

According to the p-value (Sig.) of 0.000 and the F-value of 10.082, the regression model is statistically significant. Thus, it can be concluded that the Procurement Act 15 of 2015, in conjunction with other predictors, significantly influences "Cost savings and budget utilisation." Reject the null hypothesis based on the F-test's significance level ($p < .05$). This indicates that there is enough data to draw the conclusion that "Cost savings and budget utilisation" and the Procurement Act 15 of 2015 are significantly related.

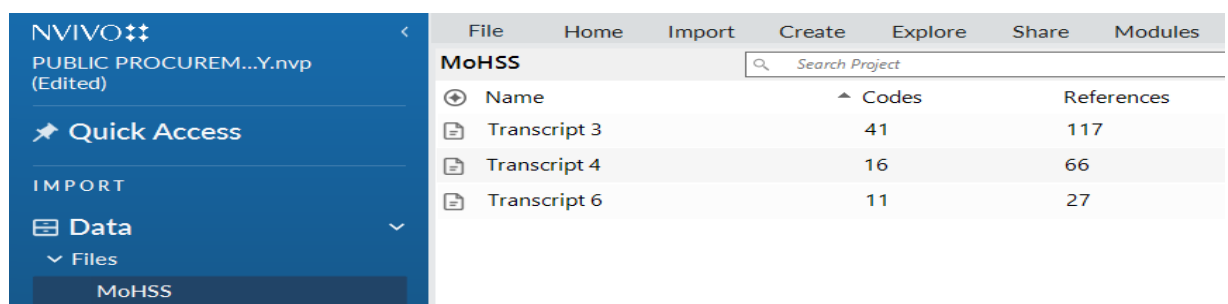
4.10 Qualitative Research Findings

4.11.1 Research findings and discussion

The following procedure was used for the data analysis:

- The participants confirmed and validated the transcriptions following the recording of the interviews.
- Next, the original terms and codes were determined.
- The original codes and words were used to generate a total of 24 initial concepts.
- The initial concepts were looked at, conclusions were drawn, and findings were discovered.
- These results led to the development of key concepts.
- Six categories were developed in light of the key concepts and conclusions.
- From the categories, five themes emerged.

The research topics and their sub-questions were connected to each step throughout. Reading and comprehending the data was the first stage of the analysis (Stuckey, 2015). After that, the transcripts were put into NVivo, which made it easier to connect ideas with the relevant quotes. The NVivo transcribed files with code and references are shown in figure below:



The screenshot shows the NVivo software interface. On the left is a blue sidebar with the NVivo logo and project name 'PUBLIC PROCUREMENT...Y.nvp (Edited)'. Below this are sections for 'Quick Access', 'IMPORT', and 'Data' with a dropdown menu for 'Files' containing 'MoHSS'. The main window has a top menu bar with 'File', 'Home', 'Import', 'Create', 'Explore', 'Share', and 'Modules'. Below the menu is a search bar labeled 'Search Project'. The main content area displays a table with the following data:

Name	Codes	References
Transcript 3	41	117
Transcript 4	16	66
Transcript 6	11	27

Figure 4.6 Transcribed files in NVivo with codes and references

The first set of codes was created in the second step using the transcriptions (Stuckey, 2015). The auto-coded themes were initially employed to identify significant words in order to improve the coding of NVivo. After combining the results, 24 preliminary concepts were found (Figure 4.1). These initial concepts were identified by combining similar concepts (Williams & Moser, 2019). The researcher used open coding for the first round of analysis. The researcher was able to compare and contrast different data segments and analyse each one in greater detail by taking open coding into account (Lewis, 2015).

The screenshot shows the NVivo software interface. On the left is a dark blue sidebar with navigation options: 'Quick Access', 'IMPORT' (with a sub-menu 'Data' containing 'Files', 'MoHSS', 'File Classifications', and 'Externals'), and 'ORGANIZE' (with a sub-menu 'Coding' containing 'Codes'). The main window has a top menu bar with 'File', 'Home', 'Import', 'Create', 'Explore', 'Share', and 'Modules'. Below the menu bar is a section titled 'Autocoded Themes' with a search box labeled 'Search Project'. The main area displays a table of themes with columns for 'Name', 'Files', and 'References'. The themes are listed as follows:

Name	Files	References
⊕ bidders	1	2
○ bid number	1	1
○ certain bidders	1	1
⊕ boardroom key	1	2
○ boardroom key	1	2
⊕ case	1	2
○ case study	1	1
○ court cases	1	1
⊕ effect	1	4
○ neqative effect	1	2

Figure 4.7 Initial concepts derived from the transcripts

The analysis of the initial concepts produced conclusions. About 24 key concepts were derived as shown on Table 4.11 below:

Table 4.11 Initial concepts

Act compliance	Procurement act	Bid number	Certain bidders	Boardroom Key
Case study	Court cases	Negative effect	Positive effect	Different entities
Public entity	Main thing	Medical equipment	Specialized Ministry	Various ministries
Procurement plan	Procurement officer	Procurement procedures	Procurement requests	Procurement systems
Procurement goods	Public procurement activities	Purchasing order	Purchasing functions	Purchasing system
Follow-up questions	Research questions	Referral hospitals	Special case	Bad things

Table 4.12: The 11 key concepts identified

Key concepts
Procurement act
Procurement procedures
Procurement committee
Purchasing
Referral hospitals

Bidders
Systems
Medical equipment
Various ministries
Case
Entity

Employing the same approach, six categories of output were derived from the 11 key concepts identified (Table 4.12). All these categories are linked to the research questions.

Table 4.13: The six categories derived from the 13 key concepts

Categories
Cost
Procurement
Systems
Entities
Case
Bidding

From the six categories, five themes emerged, i.e. (1) Cost, (2) Procurement, (3) Systems, (4) Entities, (5) Case. Table 4.3 shows the six themes.

Table 4.14: The four themes derived from the nine categories

Themes
Public Procurement Act
Service delivery
Procurement challenges
Cost reduction

The section above represents the data analysis process followed from the initial codes (24), initial concepts (11) categories (9), themes (6) and their link with the research questions

4.11 The Results

Public procurement Act of 2015

The interviewee discussed their thoughts on the Public Procurement Act, characterising it as generally advantageous legislation.

Participant 1: "The main thing is probably one would say it's not that bad, it's a good Act, but maybe the implementation is the one that has maybe come too soon without preparing the structure to understand."

Participant 2: "It's a good Act, but maybe the implementation is the one that has maybe come too soon without preparing the structure to understand."

Participant 3: "As good as the Act is, what matters most is the readiness of those putting it into practice. The structure at all levels does not fully comprehend the understanding."

Although they expressed reservations about its implementation, they acknowledged that the Act is beneficial and well-designed in and of itself. They specifically pointed out that it is possible that the implementation was hurried and inadequate planning was done to fully grasp the nuances of the Act at different organisational levels. This draws attention to a vital area of policy implementation where stakeholder understanding and preparedness are essential to the efficient operation of the Act and its accomplishment of its goals.

Public service delivery at the MoHSS

The interviewee talked about how the Public Procurement Act has improved service delivery transparency and standardized paperwork processes, among other benefits.

Participant 3:"The Act has brought about positive impacts such as transparency, standard documentation, and advance plans, improving procurement procedures overall."

Participant 2: "Improvements as I said, transparency is there, standard documentations are there, plans are issued well in advance."

They brought out how the Act has improved things like standardising documentation standards, boosting transparency, and releasing procurement plans well ahead of schedule. These modifications have helped to improve procurement practices overall by guaranteeing increased process clarity and efficiency.

Procurement Challenges

The interviewee talked about the Procurement Act's provision of possibilities for suppliers to request reconsiderations.

Participant 3: "One of such is the opportunities that are being given to suppliers to seek for reconsiderations".

Participant 2: "Even though it's good, suppliers abuse that. They request reconsiderations, have public entities rethink, provide comments, and inform them that they have the option to contact the review panel for additional decision-making if they are not satisfied."

Participant 1: "The main culprit or the main delaying factor is the freedom that the bidders are given."

They pointed out that although it is good to have these chances for rethinking, some providers abuse this clause. Reconsiderations are frequently requested by these suppliers, which prompts public organisations to reevaluate their choices, offer input, and advise suppliers that they have the option to appeal to the review panel for additional decision-making if they are still not happy. The procurement framework may experience delays and difficulties as a result of this misuse of the procedure.

Cost savings and budget utilisation within the Ministry

The respondents highlighted how open advertising in procurement procedures might save costs.

Participant 1: You always make savings when you advertise openly, or financial value."

Participant 3: "Especially with the various equipment that we have procured."

Participant 2: "Because of the transparency process that you advertise the result, you always reflect the price of the company selected for award."

They emphasised that free advertising always results in lower costs, and this is especially true when buying different kinds of equipment. Accurate pricing reflection of the company that won the prize is ensured by the openness of the advertising outcomes method. In the end, this transparency lowers costs associated with procurement activities by encouraging fair competition and competitive pricing from bidders.

4.12 Discussions

The conclusions drawn from the literature are in line with the discussions concerning how the Public Procurement Act affects the Ministry of Health and Social Services' (MoHSS') ability to provide public services. Numerous scholarly investigations have emphasised the influence of procurement regulations, planning, and sustainable procurement practices on the provision of services across diverse industries, offering significant perspectives that bolster the discourse. The following section discusses the study findings.

4.12.1 The effects of the 15th Public Procurement Act of 2015 on public service delivery at the Ministry of Health and Social Services

The study found a positive correlation of $R=0.733$ which shows that Public Procurement Act 15 of 2015 significantly affect service delivery at the MoHSS. The findings align well with Benson et al. (2017) who argued that in both industrialised and developing nations, a large number of empirical studies have been carried out to assess the impact of

procurement procedures on service delivery. Previous research emphasises the importance of citizen-centric approaches in public service. According to research, when governments focus on identifying and addressing public issues, service accessibility and satisfaction improve (Benson et al, 2017). The current data support this link, indicating that MoHSS' attention to public needs is substantially correlated with perceived service efficacy. The substantial relationship between successful resource allocation and considering public requirements in service planning is consistent with literature emphasising the importance of resource management in healthcare. Studies have demonstrated that effective resource allocation such as financial inputs, human resources, and medical supplies is critical for providing high-quality healthcare services (Komakech, 2019). The association between the MoHSS' ability to deliver clear and understandable information and overall service quality is consistent with previous study on transparency in public health communication. According to the literature, open communication is critical for establishing confidence and guaranteeing public compliance with health policy (Anane et al., 2019). The discovered positive association lends weight to the hypothesis that effective communication by the MoHSS improves public perceptions of its overall performance.

Anane et al. (2019) evaluated the practice of procurement planning and its execution preparation using the opinions of UNDP Ethiopia personnel. A total of 77 staff members from all requesting units were included in the study, and 45 respondents were chosen at random using a purposive sampling technique and a descriptive study design. The findings demonstrate that the organisation's procedures for early needs identification, specification preparation, price estimating, and consolidation of procurement needs at the office level are not followed in the workplace when it comes to procurement planning preparation.

The procurement procedure is carried out based on requests from individual units rather than being consolidated at the office level. Furthermore, the survey agreed that the requesting and procurement divisions do not collaborate or work as a team while preparing procurement plans. The study's conclusions regarding the practice of implementing procurement procedures revealed that bids were publicised without a plan, on short notice, and on a regular basis. Additionally, contract amounts were varied, and the terms of reference and specifications were modified.

4.12.1 The challenges, the Ministry currently facing due to act 15 of 2015

The findings show that there are procurement delays, lack of staff and expertise regarding procurement laws and practices, as well as perceived challenges with accountability and openness in the procurement process. Empirical research in a variety of scenarios have demonstrated that procurement laws have a major impact on public service delivery. For example, Onyango (2018) study in Nigeria found that implementing procurement reforms increased transparency, accountability, and efficiency in public services. Similarly, the high explanatory power of the Procurement Act in the study corresponds to findings from nations where procurement restrictions have been properly implemented, resulting in significant improvements in service delivery outcomes (Muhanji & Nagri, 2019) The concerns about the knowledge and expertise of MoHSS procurement workers (mean = 2.92, SD = 1.192) are consistent with previous research emphasising the need of capacity building in public procurement. The literature has indicated that the efficacy of procurement processes is strongly dependent on the skills and capabilities of the personnel involved. For example, Aggrey et al. (2017) contends that insufficient training and unfamiliarity with procurement laws might result in inefficiency, noncompliance, and

even corruption. The findings indicate that there is a perceived gap in MoHSS personnel competence, which is consistent with broader concerns in the literature regarding the importance of continual professional development and capacity building in public procurement.

Furthermore, MoHSS faces major procurement issues due to inadequate budgetary and fiscal resources. In general, participants firmly believe that the procurement-related concerns at MoHSS require prompt response. The study found that there is also abuse of the Procurement Act 15 of 2015. This is in accordance with Pooe et al. (2018) who argued that an essential step in the SCM process is demand management. It outlines the decision-making procedure that enables departments to purchase goods at the most advantageous timing, location, and cost. But many government organisations continue to struggle with poor planning and budgetary linkage (Pooe et al., 2018).

In order to ensure that buying requirements are accurately identified, suitable contract strategies are formed, contracts are well managed, and opportunities are taken advantage of to acquire the best deals at the right time and at the right price, cost-effective procurement depends on the expertise of a specialist. It is impossible to overstate how important it is to have precise and practical strategic strategies. There are not always clear-cut plans in place. Some government organisations struggle to accurately manage, control, or report on spending as well as precisely predict expenses or measure the demands of those who use their services (Israel et al., 2019). According to Kisaka et al. (2022), in order to guarantee that limited resources are acquired effectively and efficiently, it is necessary to appropriately monitor the provision of services. The deployment of SCM has

also been impacted by inadequate funding and planning. Therefore, it is essential that demand planning and budget are properly linked by SCM practitioners.

4.12.3 The impact of the procurement act on cost savings and budget utilisation by the MoHSS

The study found a strong positive correlation ($R=.765$) between the implementation of the Procurement Act 15 of 2015 and public service delivery at the MoHSS. Previous research has stressed the relevance of good procurement methods in providing efficient and effective public services. The findings of this study, which show that the Procurement Act 15 of 2015 accounts for 58.5% of the variation in public service delivery, are consistent with the Donabedian Model's emphasis on the structural components of service delivery systems. In this context, the Procurement Act is a structural component with a substantial impact on the outcomes of public service delivery. Empirical research in a variety of scenarios have demonstrated that procurement laws have a major impact on public service delivery. For example, Adewole's (2014) study in Nigeria found that implementing procurement reforms increased transparency, accountability, and efficiency in public services. Similarly, the high explanatory power of the Procurement Act in the analysis corresponds to findings from nations where procurement restrictions have been properly implemented, resulting in significant improvements in service delivery outcomes (e.g., Lewis & Bajari, 2011). It is important to remember, nevertheless, that not all research find these kinds of robustly favourable correlations. In certain instances, corruption, incompetence within the implementing agencies, and bureaucratic inefficiencies all lessen the effects of procurement regulations (Basheka, 2008). Even if the Procurement Act has a significant impact, there may be other unaccounted-for variables or external factors that

have an impact on the delivery of public services, as suggested by your study's somewhat lower adjusted R2 value (.527). This result is consistent with literature that suggests that, even when they are important, procurement reforms alone may not be enough to ensure better service delivery in the absence of more extensive institutional reforms.

The findings are also in accordance with Matasio (2017) who pointed out that developing nations in Sub-Saharan Africa that face difficulties in building effective systems for procurement and financial administration. Financial management, particularly public financial management, is an effort made by the government to guarantee that the budget is continuously either in a balanced or surplus type (Matasio, 2017). These are mostly attained by guaranteeing sufficient revenue from both tax and non-tax sources and by cutting back on public spending. Public procurement is a significant government activity in Africa that contributes significantly to the country's financial resources and is seen as a component of a larger reform agenda aimed at enhancing public financial management (Matasio, 2017). Procurement's main idea is predicated on the idea that advanced planning, scheduling, and group purchasing will save money, improve organisational efficiency, and increase accountability and transparency.

The major goal of a procurement system is to oversee this process, including financial commitments, cash flow management, tracking total spending by commodity type, and invoice turnaround times (Awanyo et al., 2019). Due to the system's requirement for specific internal controls and processes to be in place, the full installation of a procurement system typically causes major modifications to the current business process (Awanyo et al., 2019).

Governments and other publicly funded organisations acquire the materials, labour, and services necessary to carry out public projects through the public procurement process. According to the World Bank (2020), it represents a minimum of 15% of the global gross domestic product (GDP) and a higher percentage in African nations. For the past few decades, governments have searched for ways to reduce public spending and guarantee the efficient and effective use of tax payer funds (Lindskog & Brehmer, 2021). The best potential overall cost for products and services is what the government and public institutions may obtain through public procurement.

Benson et al. (2017), for example, used Kenya Power as a case study to investigate how procurement procedures impact public sector service delivery. The study placed significant emphasis on the role that procurement policies, procurement planning, and sustainable procurement practices have in positively impacting service delivery. This result is consistent with the discussion's focus on the ways in which the Public Procurement Act of 2015 has enhanced planning processes and increased openness. Similar to this, Komakech (2019) used the Agricultural Development Corporation as a case study to examine how procurement strategy affects procurement performance. Their research emphasised how important it is to plan ahead and follow through on procurement strategies in order to improve procurement performance. This is in line with the conversation's focus on the significance of thorough training, stakeholder involvement, and ongoing monitoring and assessment in order to successfully handle procurement difficulties inside the MoHSS.

Anane et al. (2019) investigated procurement planning methods and their implementation within UNDP Ethiopia, pointing out difficulties such poor communication between the

divisions responsible for requesting and procuring goods and deviations from established protocols. These results support the discussion's emphasis on obstacles to efficient service delivery in MoHSS procurement, such as insufficient training, delays, and accountability problems.

Additionally, Merope (2021) assessed how procurement planning affected service delivery in Kenyan state-owned enterprises, highlighting the beneficial correlation between service performance and procurement planning. This bolsters the discussion's focus on how crucial it is to integrate demand planning with the budget and put in place efficient procurement techniques in order to maximize service delivery within MoHSS. The literature, taken as a whole, offers theoretical frameworks and empirical data to back up arguments about how the Public Procurement Act affects public service delivery, as well as the challenges that the MoHSS faces in both procurement and service delivery. In order to improve overall service delivery outcomes, these findings highlight the significance of attending to training needs, improving procurement planning and execution tactics, and encouraging transparency and accountability.

4.13 Summary

This chapter helped address the research topic by analysing the research data and presenting the findings. The chapter has shown the results on the effects of the Procurement Act 15 of 2015 on public service delivery. The chapter went on to reveal the procurement challenges currently being experienced at the MoHSS. The findings have shown the impact of the Procurement Act 15 of 2015 on the cost savings and budget utilisation at the MoHSS. The following chapter concludes the study.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.2 Introduction

This study evaluated the effects of the public procurement act 15 of 2015 on service delivery in the Namibian public sector and focused on the Ministry of Health and Social Services (MoHSS) as the case study. The study determined the challenges, the Ministry is currently facing due to act 15 of 2015, identified the potential bottlenecks or barriers to effective procurement and service delivery that may arise as a result of the procurement act and proposed recommendations for improvement. It also evaluated the impact of the procurement act on cost savings and budget utilisation within the Ministry, with a focus on achieving value for money in procurement. This chapter covers the conclusions; summarises the study findings and provides the study recommendations.

5.2 Summary

The following section summarises the study findings based on the research objectives:

5.2.1 The Effect of the Procurement Act 15 of 2015 on Public Service Delivery

The Public Procurement Act 15 of 2015 was deemed to have a significant positive impact on the provision of public services. Service delivery and the execution of the Public Procurement Act 15 of 2015 are significantly correlated, as indicated by the strong positive correlation ($R = .733$). The Public Procurement Act 15 of 2015 can account for roughly 53.7% of the variation in service delivery, according to the R^2 value of .537. This

suggests that the Procurement Act has a moderate to high explanatory impact on the provision of services.

5.2.2 The study determined the challenges the Ministry is currently facing due to act 15 of 2015

The majority of respondents thought that the MoHSS' procurement process is moderately effective, suggesting opportunity for improvement. Procurement delays affect the availability of essential medical supplies. There is a procurement skills deficiency of MoHSS' procurement staff regarding knowledge and expertise on procurement laws and practices, as well as perceived challenges with accountability and openness in the procurement process. Moreover, the MoHSS faces major procurement issues due to inadequate budgetary and fiscal resources. In general, participants firmly believe that the procurement-related concerns at the MoHSS require prompt response.

5.2.3 The Impact of the Public Procurement Act 15 of 2015 regarding Cost Savings and Budget Utilisation

The strong positive correlation ($R = .733$) indicates that there is a significant relationship between the implementation of the Public Procurement Act 15 of 2015 and service delivery. The R^2 value of .537 suggests that approximately 53.7% of the variation in service delivery can be explained by the Public Procurement Act 15 of 2015. This indicates a moderate-to-strong explanatory power of the Procurement Act on service delivery.

5.3 Conclusions

The study demonstrates a strong positive effect of the Public Procurement Act 15 of 2015 on public service delivery. The significant correlation coefficients indicate that the implementation of the act has a considerable impact on improving service delivery within the Ministry of Health and Social Services (MoHSS). Despite the positive impact of the Procurement Act, the MoHSS faces several challenges in its procurement practices. Participants expressed concerns regarding the effectiveness of the MoHSS' procurement process, potential delays in the availability of essential medical supplies, deficiencies in staff knowledge and expertise regarding procurement laws, accountability and transparency issues, and inadequate budgetary and fiscal resources. The study concludes that there is a strong effect of the Procurement Act 15 of 2015 on cost savings and budget utilisation at the MoHSS.

5.4 Contribution to knowledge

The study contributed new and important information regarding the effects of the Public Procurement Act 15 of 2015 on service delivery in Namibia's public sector, specifically in the Ministry of Health and Social Services (MoHSS). By highlighting the procurement act's ability to improve cost reductions and budget utilisation, it adds to the body of knowledge by proving a significant association between the Public Procurement Act 15 of 2015 and public sector efficiency. In addition, the research pinpointed particular difficulties such as personnel skill shortages, resource limitations, and delays in the procurement process, providing a thorough assessment of obstacles to efficient procurement. This research helped to improve procurement procedures and inspire policy

reforms in public sector management by offering focused recommendations to address these problems.

5.5 Recommendations

Based on the research findings, the study makes the following recommendations:

The study recommends that the MoHSS-Central Medical Stores (CMS), Procurement Policy Unit (PPU), and Central Procurement Board Namibia (CPBN) should all undertake HR capacity audits for the organisations engaged in public procurement and the financial administration of pharmaceutical and clinical supplies. Planning for HR, hiring, job analysis, staffing (number and skills), and recruiting should all be part of this. This should be based on the CMS' goals and suggestions from the turnaround plan that is currently in action. There are several procurement courses in higher learning institutions in Namibia. For instance, the Namibia University of Science and Technology (NUST) and the University of Namibia (UNAM) have procurement and supply chain courses which can be of benefit to the MoHSS. The study recommends that the MoHSS should work hand in hand with UNAM and NUST to offer fully funded short course for the employees.

Within the existing financial constraints, the MoHSS should work with the Ministry of Finance and Public Enterprises (MFPE) to strengthen cash flow planning and budget approvals to guarantee ongoing funding availability for the purchase of supplies and medications. Additionally, the MoHSS must allocate funds to each district in order to facilitate ordering by healthcare facilities and assigning responsibility for monitoring pharmaceutical expenditure at District and Regional Levels.

Given the enormous yearly procurement value of pharmaceuticals and healthcare supplies, which is estimated to be around N\$1 billion, the implementation of the current N\$25 million threshold for these purchases has caused certain issues for the CMS. The MoHSS and CPBN have not yet reached a structural agreement on the ideal threshold for health procurement. Determining the ideal MoHSS threshold requires a more thorough, empirically based analysis.

The study found that the Act has not been fully implemented at the MoHSS and the stakeholders still do not fully understand it. It is therefore recommended that stakeholder management is required. This involves identifying the stakeholders and clearly outlining their roles and duties. Undertaking stakeholder impact analysis is necessary to tackle the concerns, difficulties, risks and presumptions that the stakeholders have. As a result, it is necessary to create an action plan, assign particular responsibilities to it, and oversee its execution as well as continuing awareness.

Audits must be carried out by the MoHSS to ascertain the effectiveness of the implementation and identify any emerging problems within procurement. For this reason, it is critical to carry out interim system-user audits and to continue the success journey beyond installation. This would make it easier for the organisation's change agents to comprehend the difficulties with the user system. Therefore, it is also advised that the change agents maintain their visibility and initiative.

The study recommends that procurement of critical items such as medicines; hospital equipment and the most in demand items are exempted from the current procurement processes and are procured through emergency procurement which should be fixed for the

financial year. The MFPE should allow the purchase of emergency supplies without going on tender, provided the companies to render such services are eligible. The MoHSS should be allowed to buy supplies directly from the suppliers; this would help remove the intermediaries who are causing unnecessary supply delays. Decentralisation of medical supplies and related essential services at regional level should be implemented to shorten the waiting period of procuring processes. Decentralisation would help reduce waiting periods and help ensure uninterrupted supply of essential items in health centres. E-Procurement should be enforced to reduce paper work and enhance transparency.

5.6 Areas for further research

For future research, this study recommends that more attention should be on the challenges that arose due to the implementation of the public procurement Act in OMAs. A thorough investigation in the challenges would be required to help come up with tangible solutions that policy makers would use to improve the implementation of the Procurement Act. The study further recommends that a qualitative study and the use of in-depth interviews would be more suitable for future studies to obtain more detailed insights from the respondents.

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7. APPENDICES

APPENDIX A: ETHICAL CLEARANCE CERTIFICATE FROM UNAM



ETHICAL CLEARANCE CERTIFICATE

Ethical Clearance Reference Number: DEC FOC/35/11 **Date:** 09/11/2023

This Ethical Clearance Certificate is issued by the University of Namibia Ethics Committee (REC) in accordance with the University of Namibia's Research Ethics Policy and Guidelines. Ethical approval is given in respect of undertakings contained in the Research Project outlined below. This Certificate is issued on the recommendations of the ethical evaluation done by the ethics committee.

TITLE OF PROJECT: EVALUATING THE EFFECTS OF THE PUBLIC PROCUREMENT ACT 15 OF 2015 ON SERVICE DELIVERY IN THE PUBLIC SECTOR: A CASE STUDY OF THE MINISTRY OF HEALTH AND SOCIAL SERVICES

Student: RAUNA IYALOO TANGI MOFUKA

Student Number: 200909746


MAINSUPERVISOR(S): DR. TARIRO CHATA

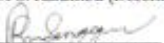
Centre for Research Services

Take note of the following:


1. Any significant changes in the conditions or undertakings outlined in the approved Proposal must be communicated to the ethics committee. An application to make amendments may be necessary.
2. Any breaches of ethical undertakings or practices that have an impact on ethical conduct of the research must be reported to the ethics committee
3. The Principal Researcher must report issues of ethical compliance to the ethics committee (through the Chairperson) at the end of the Project or as may be requested by the ethics committee
4. The ethics committee retains the right to:
 - i) Withdraw or amend this Ethical Clearance if any unethical practices (as outlined in the Research Ethics Policy) have been detected or suspected,
 - ii) Request for an ethical compliance report at any point during the course of the research.

The ethics committee wishes you the best in your research.


Dr S. Kalumbu (Decentralized Research Ethics Committee)


Prof. Davis Mumbengegwi (Head, Multidisciplinary Research)

APPENDIX B: PERMISSION LETTER FROM MoHSS


REPUBLIC OF NAMIBIA

MINISTRY OF HEALTH AND SOCIAL SERVICES
OFFICE OF THE EXECUTIVE DIRECTOR

Ministerial Building
Harvey Street
Private Bag 13198, Windhoek

Tel: No: 061-261 2507
Fax No: 061-222 558
Andreas.Silipanga@mohss.gov.na

Ref: 22/42/3
Enquiries: Mr. A. Haufiku

Date: 20 November 2023

Ms. Hanna I. Mofuka
PO Box 50877
Bachbrecht
Windhoek

Dear Ms. Mofuka

Re: Evaluating the effects of the Public Procurement Act of 2015 on service delivery in the Public Sector: A case study of the Ministry of Health and Social Services.

1. Reference is made to your application to conduct the above-mentioned study.
2. The proposal has been evaluated and found to have merit.
3. Kindly be informed that permission to conduct the study has been granted under the following conditions:
 - 3.1 The data to be collected must only be used for academic purpose;
 - 3.2 No other data should be collected other than the data stated in the proposal;
 - 3.3 Stipulated ethical considerations in the protocol related to the protection of Human Subjects should be observed and adhered to, any violation thereof will lead to termination of the study at any stage;
 - 3.4 A quarterly report to be submitted to the Ministry's Research Unit;
 - 3.5 Preliminary findings to be submitted upon completion of the study;
 - 3.6 Final report to be submitted upon completion of the study;
 - 3.7 Separate permission should be sought from the Ministry for the publication of the findings.
4. All the cost implications that will result from this study will be the responsibility of the applicant and not of the MoHSS.


REN NANGOMBE
EXECUTIVE DIRECTOR

All official correspondence must be addressed to the Executive Director.



APPENDIX C: RESEARCH QUESTIONNAIRE

CONSENT FORM

IMPACT OF PUBLIC PROCUREMENT ACT 15 OF 2015 ON SERVICE DELIVERY: A CASE STUDY OF THE MINISTRY OF HEALTH AND SOCIAL SERVICES

I am RAUNA IYALOO TANGI MOFUKA a student at the University of Namibia. I am pursuing a Master of Science in Accounting and Finance. As partial fulfilment of attaining my degree I am required to conduct research and write a mini thesis. I am doing a research on evaluating the effects of the public procurement act 15 of 2015 on service delivery in the public sector: a case study of the ministry of health and social services.

The results from the study will help us evaluate the effectiveness of the procurement Act and hopefully create initiative on how better the public procurement services in Namibia.

Participation in this part of the study is voluntary. Be assured that information provided in this study will be treated as confidential and will only be used for the purpose of the study.

Your participation or non-participation will not disadvantage you in any way.

Thank you.

Section A: Demographic Data

Kindly tick (√) the option that best describes you:

1. Age

18-25 years old	
26-35 years old	
36-45 years old	
46-55 years old	
56 and above	

2. Gender

Male Female

3. Highest qualification obtained

High School Graduate	
Trade/technical/vocational training	
Diploma	
Bachelor's Degree	
Honour's Degree/Postgraduate diploma	
Master's Degree	
Doctorate Degree	

4. Role in the Organisation

Senior Management	
Middle Management	
Supervisory	
General Staff	

5. Period of Service

0-2 years	
1-3 years	
4-6 years	
7-10 years	
10 and more	

Section B: Public Procurement Act 15 of 2015

Kindly tick (√) the option as per the scale below

(SA) = Strongly Agree (A) = Agree (N) = Neutral (D) = Disagree (SD) = Strongly Disagree

Questions	SD	D	N	A	SA
Transparency in MoHSS procurement procedures is successfully encouraged by the Namibia Public Procurement Act 15 of 2015.					
The Namibia Public Procurement Act 15 of 2015, in my opinion, has increased the effectiveness of MoHSS procurement processes.					
A fair and competitive environment for public procurement has been made possible by the Act.					
The Namibia Public Procurement Act 15 of 2015, in my opinion, is successful in eliminating corruption and unethical behaviour in public procurement.					
In my opinion, the Act appropriately responds to the requests and concerns of the many parties involved in public procurement.					
The Namibia Public Procurement Act 15 of 2015 is a reliable instrument for enhancing public procurement procedures.					

Section C: Public Service Delivery at the MoHSS

Kindly tick (√) the option as per the scale below

(SA) = Strongly Agree (A) = Agree (N) = Neutral (D) = Disagree (SD) = Strongly Disagree

Questions	SD	D	N	A	SA
The MoHSS provides timely and accessible healthcare services to the public.					
When interacting with the public, the MoHSS personnel is polite and considerate.					
The MoHSS provides clear and simple-to-understand information regarding healthcare services.					
When planning and providing healthcare services, the MoHSS, in my opinion, pays attention to the needs and concerns of the general population.					
The MoHSS efficiently allocates resources to offer the general population high-quality healthcare services.					
I am pleased with how the MoHSS delivers public services.					

Section D: Procurement Challenges

Kindly tick (√) the option as per the scale below

(SA) = Strongly Agree (A) = Agree (N) = Neutral (D) = Disagree (SD) = Strongly Disagree

Questions	SD	D	N	A	SA
The MoHSS' procurement procedure is simplified and effective.					
The MoHSS' procurement delays have a severe effect on the supply of vital medical supplies.					
The MoHSS' procurement personnel has received the necessary training and is aware about the laws and practices governing procurement.					
The MoHSS confronts difficulties with regard to accountability and transparency in procurement procedures.					
The MoHSS has considerable procurement issues due to limited financial and fiscal resources.					
I think that the MoHSS' procurement issues require immediate attention.					

Section E: Cost savings and budget utilisation within the Ministry

Kindly tick (√) the option as per the scale below

(SA) = Strongly Agree (A) = Agree (N) = Neutral (D) = Disagree (SD) = Strongly Disagree

Questions	SD	D	N	A	SA
The Ministry's procurement procedures have seen a considerable improvement in cost reductions owing to the Procurement Act.					
Since the Procurement Act's adoption, the Ministry has been able to distribute its money more effectively.					
The Ministry now spends less money and uses its resources more efficiently owing to the Procurement Act.					
The Act has improved budget utilisation by increasing transparency in procurement procedures.					
I believe the Ministry has benefited from cost reductions and better budget use as a result of the Procurement Act.					

Thank you for your time.....

APPENDIX D: INTERVIEW GUIDE

TITLE: IMPACT OF PUBLIC PROCUREMENT ACT 15 OF 2015 ON SERVICE DELIVERY: A CASE STUDY OF THE MINISTRY OF HEALTH AND SOCIAL SERVICES

Items required

- Pen
- Note pad
- Tape recorder

Introduction: The interviewer greets and introduces themselves to the participant. The interviewer then explains the purpose of the study to the participant. The interviewer also explains the rights of the participant and obtain consent from participant. The participant sign consent form and then the interview will begin. The interviewer then asks open-ended questions and if relevant asks probing questions focusing on the objectives of the study.

Questions

1. What is your general opinion of the Procurement Act and how has it affected the MoHSS' procurement procedures?
2. Since the Act went into effect, have you seen any notable changes or improvements in procurement procedures?
3. What are some of the obstacles or bottlenecks, in your opinion, that the MoHSS could face as a result of the Procurement Act?
4. Can you give instances or situations where these challenges or bottlenecks have been observed?
5. Do you or your colleagues have any experience with difficulties relating to Act compliance?
6. What is the impact of the procurement act on cost savings and budget utilisation within the Ministry?
7. Has the procurement act helped the MoHSS achieve value for money in procurement?

8. What recommendations would you make, based on your observations and experiences, to alleviate or mitigate the identified bottlenecks and barriers?

Thank you for your time.....

