

**KOFORIDUA TECHNICAL UNIVERSITY
FACULTY OF BUSINESS AND MANAGEMENT STUDIES
(DEPARTMENT OF PROCUREMENT AND SUPPLY SCIENCE)**



**THE EFFECTS OF CENTRALIZED PROCUREMENT IN THE SECOND CYCLE
INSTITUTIONS (A CASE STUDY OF NEW JUABENG SENIOR HIGH SCHOOL)**

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STUDENT DECLARATION

We affirm that this research is entirely our original work, and we have not submitted any part of it for another academic qualification within this institution or any other place unless explicitly acknowledged in the text with proper references.

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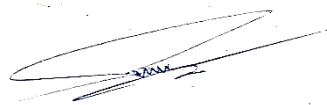


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CERTIFICATION

I hereby certify that the preparation and presentation of this work were supervised in accordance with Koforidua Technical University guidelines for project work supervision.

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DEDICATION

We want to express our gratitude and appreciation to our families, friends, colleagues, and everyone who contributed in various ways to make this project a success.

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ABSTRACT

This study aims to investigate how the centralization of procurement practices impacts second-cycle educational institutions, with a specific focus on New Juaben Senior High School. In simpler terms, it seeks to understand how the way they buy goods and services affects this particular school.

The main objectives of the study are twofold: first, to delve into the processes involved in centralized procurement at New Juaben Senior High School, essentially, how they go about purchasing things in a centralized manner. Second, to explore the benefits or advantages that this approach offers to the school.

To conduct this research, the researchers used a method called a descriptive survey study design, which essentially involves gathering information through surveys and describing the findings. They involved a total of 40 individuals from the school, with 20 of them chosen purposefully as part of a sample. This smaller group was selected deliberately for specific reasons.

Data collection was carried out by giving these individuals questionnaires to fill out, a common way of collecting information, and the researchers used a statistical software package called SPSS version 21 to help analyze the data, making sense of the information they gathered from the surveys.

The findings of the study reveal that centralized procurement has several benefits for the organization. These advantages include reducing transaction costs, obtaining lower prices for items, having better control over purchasing policies and procedures, reducing opportunities for corruption, and establishing a standardized procurement process. However, the research also

uncovered challenges associated with the introduction of centralized procurement in New Juaben Senior High School. These challenges encompass delays in acquiring requested items, disparities between requested and procured items, lower quality items, and additional costs due to lengthy bureaucratic processes associated with national procurement.

To address these challenges, it is recommended that the agency responsible for procuring items for senior high schools ensure timely contracts with suppliers and prompt payments. This will help ensure that items are supplied to schools in a timely manner, thereby preventing shortages of essential items in senior high schools.

In summary, this research sheds light on the benefits and challenges of centralized procurement at New Juaben Senior High School. While centralized procurement offers advantages like cost reduction and improved control, it also comes with hurdles such as delays and quality issues. Implementing timely contracts and payments can help mitigate these challenges, ensuring that senior high schools have a consistent supply of necessary items.

CHAPTER ONE

Introduction

1.1 Background of the Study

A key procedure in government is public procurement, which is setting aside money to buy supplies, equipment, and products required for public initiatives and projects. As Khan noted in 2018, it's a method of efficiently allocating public resources. Public procurement, according to Misganaw (2019), is more than just purchasing goods; it incorporates a number of different factors, including strategy, regulations, procedures, staff, and technology. Public procurement has to have clear procedures and adhere to legal and regulatory requirements in order to function effectively.

As highlighted by Misganaw in 2019, governments throughout the world must improve their procurement mechanisms to make the most of their limited resources. Getting the most value for your money is paramount. One strategy for streamlining an organization's procurement process is to centralize buying, according to Karjalainen (2009). This entails purchasing management via a single, central location. Consolidating the purchasing operations of many divisions within a company is intended to yield economies of scale. As Khan (2018) also pointed out, this strategy can result in cost savings by obtaining lower rates and accelerating the purchase process.

All government organizations can get access to a range of goods at fixed rates for a certain amount of time via a centralized procurement system. These costs may frequently be negotiated, giving you flexibility. According to Dimitri et al. (2006), this strategy is advised for state agencies as it enables them to acquire labor, supplies, and products at competitive rates.

Secondary school procurement was decentralized prior to Ghana's adoption of the free education policy. Every school was able to buy the supplies and equipment it required. However, the Ghanaian government enacted the free education policy in the 2017–18 school year, which also resulted in modifications to the secondary school procurement system. As a result of this strategy, procurement is now managed nationally, and products are provided to the schools from a single supplier.

Secondary school teaching and learning have been significantly impacted by this change in the procurement system. It has caused a number of issues, as Zegeye (2015) pointed out: a mismatch between the items that are requested and procured (resulting in the wrong quality), complaints about the quality of purchased goods not meeting specifications, delays in the purchase and delivery of items, and additional costs as a result of drawn-out procurement procedures.

The whole educational experience in secondary schools has been impacted by these difficulties, which have a direct bearing on teaching and learning. This study, which focuses on New Juaben Senior High School specifically, aims to evaluate the consequences of centralized procurement in second-cycle institutions in light of these difficulties. The research intends to shed light on how this change in procurement techniques has affected the educational environment and suggest possible areas for improvement by looking at the practical repercussions of the change. The ultimate objective is to guarantee that procurement procedures enhance student and teacher results and contribute to the educational purpose of schools.

Now, let's break down these ideas in a more straightforward manner:

1. **What is Public Procurement?** A vital government procedure for acquiring supplies, equipment, and materials for public undertakings is public procurement. It's an efficient technique to handle public funds.
2. **Challenges in Public Procurement:** Making the most of their limited resources is a dilemma that governments frequently encounter. Getting the most for your money is crucial. Centralizing purchasing is one technique to enhance the procedure; this might result in lower costs and quicker purchases.
3. **Centralized Procurement in Ghana's Secondary Schools:** In the past, Ghanaian secondary schools were able to purchase their own supplies. However, the government centralised procurement in 2017 to change this. Many complications have arisen as a result of this move, including delays and concerns with the quality of the things that were purchased.
4. **Impact on Education:** Secondary school teaching and learning have been impacted by these issues. In order to better understand how this shift in procurement practices has affected education and to identify strategies for improving conditions for both students and teachers, this research focuses on one school, New Juaben Senior High School.

1.2 Statement of Problem

According to Julius (2016), procurement entails a variety of tasks, including organizing purchases, establishing guidelines, creating specifications, investigating and choosing suppliers, evaluating

value, haggling over costs, completing transactions, managing supply agreements, keeping an eye on stores, managing disposals, and planning purchases. According to Misganaw (2019), centralized purchasing occurs when significant decisions regarding the acquisition of goods—whether through single sourcing, competitive tenders, or negotiations—are centralized within a central procurement unit that is in charge of fulfilling the requirements of the company. According to Khan, this consolidated method simplifies the buying process, lowering prices for public purchases and transaction charges (2018).

The efficacy of centralized procurement is still a problem, despite government efforts to improve the system. According to Zegeye, complaints have been made about a variety of issues, such as quality inconsistencies, excessively delayed acquisitions, worries that the commodities acquired do not match the required standards of quality, and extra expenses resulting from drawn-out procurement processes (2015). In addition, issues like food shortages, the delivery of low-quality and expired goods, insufficient amounts provided by vendors, and payments made for things that were not given to schools were highlighted in the Auditor General Report on Pre-University Education in 2021.

With an emphasis on New Juaben Senior High School specifically, the researchers hope to assess the effects of centralized procurement in the context of second-cycle schools in light of these difficulties. This research aims to provide light on the practical implications of centralized procurement, with a particular emphasis on how it affects the classroom. The research is to contribute to the improvement of school procurement procedures by analyzing the problems and possible areas for change, making sure that they are in line with the educational purpose and produce better results for teachers and students. In order to improve the government and the

institutions it serves, it is important to address these issues and strive toward an efficient and successful procurement system.

1.3 Research Objectives

1. To examine the benefits associated with centralized procurement in New Juaben Senior High School.
2. To find out the challenges of centralized procurement on teaching and learning in New Juaben Senior High School.

1.4 Research Question

1. What are the benefits associated with centralized procurement in New Juaben Senior High School?
2. What are the challenges of centralized procurement on teaching and learning in New Juaben Senior High School?

1.5 Significant of the Study

This study looks at how high school teaching and learning are affected by centralized buying systems. It provides useful insights and clarifies the difficulties related to centralized buying in public enterprises.

The research's real-world facts and experiences can be a useful tool for enhancing government procurement regulations. It provides a solid foundation and point of reference for upcoming research by scholars and students interested in related subjects. The results of this study will also be useful for future research as they may be consulted for information and direction in similar

areas of study. This will eventually aid in the continuous improvement of efficient procurement procedures and their impact on academic institutions.

1.6 Scope of the Study

Not every senior high school in the Eastern Region is covered by the research. Only Koforidua's New Juaben Senior High School is included in the research. The survey also includes the non-teaching and teaching personnel of Koforidua's New Juaben Senior High School.

1.7 Organization of the Study

There are five chapters in the research. The study's introduction, background, issue description, research aims, research questions, importance, scope, and limits are all covered in the first chapter. The second chapter is a study of the literature, which includes scholarly papers from journals and books authored by other writers on the subject matter. The parts of research methodology covered in Chapter 3 include the following: research design; population; sample and sampling technique; data sources; structured questionnaires will be used as data collection instruments; and data collecting procedure. Data analysis and interpretation are covered in Chapter 4. A questionnaire will be used to gather data on the spot. The data will be coded and entered into the Statistical Package for Social Sciences (SPSS), version 21.0 computer program for analysis and presentation. Chapter five concludes with a summary of results, conclusions, and suggestions based on the study's findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Definition of Procurement

The process of procuring products, services, and labor to fulfill the demands of an organization is known as procurement. Purchasing goods is only one aspect of it; other duties include employing consultants or contractors to provide certain services. Essentially, it's about getting the resources required from outside sources to maintain an organization's efficiency. The main requirements in procurement are to make sure that the products and services are purchased equitably, at a reasonable cost, and through a specified procedure that is applicable to all contracts, whether they are for products or services (Osei-Tutu et al., 2019).

According to Azeem (2007), public procurement is the process of obtaining commodities, services, or labor at the best price, in the appropriate amount, quality, and on schedule to benefit organizations, people, or governments, usually through an agreement.

Procurement, according to Van Weele (2005), is the process of managing a business's external resources to obtain all the products, services, expertise, and skills required for its core business and auxiliary operations at the best possible price. He lists six essential steps in the procurement process: identifying the goods and services required, choosing and overseeing the best suppliers, contract negotiations and negotiation, ordering from suppliers, keeping an eye on and managing orders to guarantee a steady supply, and monitoring and assessing the procedure.

Procurement, according to Sarpong (2007), is the sustainable management of the acquisition of products, labor, and services with the goal of maximizing value for money by the use of an

organized, transparent, and auditable framework. He highlights that effective procurement should follow these guidelines:

1. **Efficiency and Effectiveness:** Getting the correct goods or services in the proper amount and quality at the best price should be the goal of all procurement operations. Put otherwise, the goal is to obtain the best value for the money.
2. **Competitiveness:** The procurement process should encourage competition among potential suppliers. This competition helps ensure fairness and drives better value for the organization.
3. **Ethical Approach:** Any procedures that might result in conflicts of interest should be avoided in procurement. This calls for being truthful and open in all of your interactions.
4. **Fairness:** All bidders should have equal opportunity to participate in a fair procurement process. This impartiality guarantees that the top provider is chosen on the basis of their qualifications.
5. **Transparency:** The procurement process should be open and transparent to avoid giving any competitive advantage to certain bidders. This openness promotes fairness and ethical conduct in the procurement process.

2.2 Public Procurement

Fair procurement practices should provide all bidders an equal chance to participate. Because of this fairness, the best provider will always be chosen on the basis of their qualities.

From a similar standpoint, Adu Sarfo (2011) explains that public procurement is the method by which public sector organizations obtain the supplies they require from suppliers, who may be people or businesses that offer products, services, or labor. It's not only about making purchases; it can also be an effective means of advancing both social and financial gains. Public procurement has been utilized to promote local firms in nations like South Africa and Namibia that have high levels of economic inequality, especially those owned by underrepresented groups..

Governments all throughout the world resorted to procurement during the 2008 global financial crisis in order to provide economic stimulus cash to faltering industries. This served to protect jobs, maintain the viability of enterprises, and increase revenue. Therefore, public procurement is a strategic instrument with far-reaching implications that goes beyond simple purchase (McCrudden, 2007; Ellmers, 2010).

However, it is important to remember that public procurement involves more than simply purchasing; it also takes into account the people involved, the processes and procedures used by the purchasing organization, its plans and policies, and the information that is exchanged throughout the process. The best value for the money spent must be the main objective of public procurement, which must be done in an honest and equitable manner. Stated differently, it ought to be economical and effective while upholding the highest standards of ethics and honesty (Ceoceca et al., 2020).

Public procurement covers both the government's purchase of products and the direct provision of essential services to the general public. According to Boatemaa-Yeboah and Tamakloe (2019), it deals with acquisitions made by entities connected to the government or made under its authority. To put it simply, it's about getting the appropriate products and services—quantity and quality—from the right source—whenever and wherever it's convenient. All of this is facilitated via contracts. According to Rhode (2019), the process is governed by laws, impacted by political choices, and executed by a variety of domestic and foreign providers and buyers.

According to Kartika (2022), public procurement is the process by which governments and local authorities purchase the products they require to run their businesses. These items might range from standard office supplies to cutting-edge machinery. It's not only about making purchases; it may also entail contracting out the provision of public services by vendors through hiring, leasing, or other means. Basically, it's about ensuring the government has the resources it needs to function properly. According to McCrudden (2007), it is the government purchasing products and services—often through competitive bidding—from private sector contractors in order to fulfill its requirements.

2.3 Public procurement principles

The rules that regulate public procurement, which is the method by which the government and other public institutions purchase goods and services, are considerably different from those that control procurement in the private sector. Within their buying departments, private corporations prioritize performance, alignment with their overarching company strategies, and profit-driven incentives. On the other hand, public procurement has a unique set of objectives that align with

both community norms and conventional public management procedures. Government agencies work toward goals devoid of commercial incentives and profit-drivenness.

Obtaining the greatest value for the least amount of money is a typical procurement approach used in both the public and commercial sectors. Making the most of its resources is the goal of each company. This idea is embodied in the pursuit of Value for Money (VFM) in public procurement, which entails aiming for high performance and returns while taking into account how procurement might assist government objectives and initiatives. Public procurement, however, has particular difficulties that might impede the implementation of VFM, such as inadequate training, regional cultures, political dynamics, and feeble public institutions.

In public procurement, transparency and accountability are essential values since government agencies spend large sums of money on community products and services. Openness in the information and procedures of procurement agencies is a necessary component of transparency. It guarantees fairness in the public procurement process, builds confidence, and lowers the possibility of corruption. Transparency and accountability go hand in hand because transparency calls for public reporting of government actions and accomplishments. It is crucial to preserve the validity of procurement activity as disobeying public procurement legislation may have legal repercussions. Nonetheless, there may be more difficulties with accountability due to the intricate national competitive environment.

Integrity is a crucial component of public procurement. This entails using public monies for procurement in a way that upholds ethical standards and helps the community. The procurement team requires all of its members to adhere to values such as honesty, integrity, and openness.

Regretfully, a lot of public administration systems still have trouble upholding moral principles; corruption is one particularly serious problem, especially in developing nations.

Since they guarantee the responsible and equitable use of public resources for the good of society, ethical procurement procedures are crucial. According to McKinney et al. (2023), a lot of businesses base their procurement rules and procedures more on the lowest bids than the greatest value. Incorporating concerns such as accessibility can boost the procurement process's value. Accessible workplaces that draw and keep bright workers may be developed by implementing disability-inclusive procurement procedures, which will promote diversity and new ideas in the workforce.

2.4 Centralization Procurement

In procurement, centralization describes the arrangement in which a strong central purchasing office is in charge of speculating and making purchases on behalf of several departments or units within a company. It is believed that this central office possesses the information, records, and power required to complete these duties successfully (Engida, 2016).

According to Karjalainen (2011), centralized procurement entails a central buying office managing the procurement procedure for several departments or units inside a company. The goal is to maximize the advantages of indirect purchase while streamlining the purchasing process. In a centralized system, the main office of the company oversees and coordinates all purchases. The primary aim is to attain cost savings and efficiency through the synchronization of procurement operations among various organizational divisions (Karjalainen, 2011; Lysons and Farrington, 2012).

Centralizing procurement makes sense when different business units have comparable needs for the things they acquire (Iloranta and Pajunen-Muhonen, 2012). This strategy streamlines the invoicing process for the procurement organization and lessens the strain for accounts payable by centralizing the buying budget and lowering the number of invoices (Kivistö & Virolainen, 2017).

Centralization is a prominent trend in public procurement, particularly in Europe, the US, and South America, where governments are trying to improve accountability. But figuring out which procurement framework is prevalent isn't always easy because governments frequently upgrade their systems and occasionally even implement incompatible changes. Each procurement system's distinct features are also taken into consideration. Several writers examine these traits as well as the variables that affect the decision to select one system over another.

It's important to remember that although a completely centralized system might increase productivity, it could not have the flexibility needed to buy complicated products and services. Flexibility is an essential component of the procurement process since these complicated acquisitions entail quality and value elements in addition to cost concerns (Engida, 2016).

2.5 Benefits of Centralize Procurement

Centralizing buying processes is something that governments all around the globe are very interested in doing in order to increase economic efficiency and achieve a number of other benefits. Centralized buying practices are aggressively promoted by international organizations such as the European Union (EU) and the Organisation for Economic Co-operation and Development (OECD) among its member nations. What what does this mean, then?

According to Karjalainen (2011), centralized purchasing entails focusing procurement efforts all the way up to completing a central contract or framework agreement that applies to the entire company. On the other hand, the tasks completed once this contract is made are distributed among separate organizational units (Karjalainen, 2009b). This strategy has a number of benefits, many of which are connected to the idea of synergy, which holds that when many units work together, the total benefits increase.

Cost-effectiveness is among this synergy's most obvious benefits. Because public money are used to buy products and services in the field of public procurement, cost-effectiveness is important to both the government and society. There are several ways in which centralized purchasing might reduce costs. For example, economies of scale can lead to cheaper costs for buying in bulk when bigger amounts are purchased (Joyce, 2006). Furthermore, for bundled orders, fewer transactions may result in lower transaction costs (Tella & Virolainen, 2005; Heijboer, 2003). Johnson (1999), quoted by Karjalainen, emphasizes that reducing repeating tenders can also save administrative expenses (2009b). Furthermore, as indicated by Tella & Virolainen, logistical expenses can be decreased (2005).

In addition to cost savings, centralized purchasing provides economies of processes, information, and compliance. Economies of process pertain to the capacity of procurement specialists to establish a productive approach that integrates continuous process and procedure enhancements (Karjalainen, 2009b; Peterson, et al, 2020). Better purchasing knowledge is related to informational economies. Centralized procurement firms are more inclined to work with purchasers who are open to exchanging insights and best practices. Better procurement procedures,

improved honesty, and higher efficiency can result from this knowledge exchange (Ferraresi, et al, 2021).

The integrity of the procurement process is another important public procurement criterion. This may be accomplished by honing your procurement abilities (Karjalainen, 2009b). Economies of knowledge support more effective, honest, and efficient procurement procedures (Ferraresi, et al, 2021). Finally, the capacity to manage compliance with the legal standards regulating public procurement is linked to economies of compliance (Peterson, et al, 2020).

Centralized buying provides benefits beyond synergistic effects. Businesses that use centralized buying systems frequently obtain better customer service and more individualized attention from their suppliers, according to Joyce (2006). Tella and Virolainen (2005) pointed out that centralized purchasing results in more flexible stocks and makes more thorough market research possible (Karjalainen, 2009b).

Choosing centralized purchasing can also improve the usage of open tendering and the prominence of the central procurement agency. Consequently, this lessens the possibility of corrupt behaviors and is even advised as a way to fight corruption (Dimitri, et al, 2006).

The primary arguments in favor of centralization are quite compelling. They include:

1. **Cost Savings:** Bundling volumes, minimizing duplications, and expediting transactions between suppliers and purchasers are made possible by centralization. Consequently, there are large cost reductions.
2. **Enhanced Bargaining Power:** More negotiating power is available with centralized purchasing, which may result in improved terms and agreements with suppliers.

3. **Access to Expertise:** It makes it possible for businesses to appoint managers with more procurement knowledge and expertise, which improves decision-making and results.
4. **Quality Improvement:** A emphasis on improved product and service quality is made possible by the centralized strategy, which guarantees greater results for the organization and its beneficiaries.
5. **Risk Reduction:** It reduces supply risks and the costs associated with potential litigation.
6. **Access to Resources:** Centralization provides better access to the necessary resources for efficient and effective procurement (Thai, 2009; Tella and Virolainen, 2005; Albano and Sparro, 2010).

2.6 Disadvantages of Centralize Procurement

Although centralized purchasing provides many advantages, it is important to recognize its drawbacks as well. The possible lack of responsibility and communication between the units in charge of receiving goods and the centralized procurement agency is one major disadvantage. This may result in problems like misalignment between the two, which would impair the effectiveness of the procurement process as a whole. Furthermore, centralization may lead to less flexibility, giving units less control over their purchasing decisions. When standardized purchasing procedures aren't completely able to meet precise unit needs, this lack of flexibility might present problems (Peterson, et al, 2020). Decentralized units may act like mavericks in the face of these difficulties by securing the supplies and services they require on their own. This conduct has the potential to reduce the benefits of centralized procurement (Kauppi & van Raaij, 2015).

Supply-side issues might potentially provide difficulties. Large-scale production companies might profit from the significant orders that governmental procurement agencies often place. But this can

also result in the rise of oligopolistic or monopolistic suppliers who could take advantage of their position to drive up prices or lower the quality of their products (Peterson, et al, 2020).

Additional drawbacks of returning to a central agency include the potential loss of small supplier relationships, the possibility of lock-in situations, the ineffective involvement of the central unit in operational planning, the complexity of the coordination processes, the possibility of inadequate responsiveness to the needs of individual units, higher coordination and setup costs, and increased maintenance costs for the central agency (Thai, 2009; Tella and Virolainen, 2005; Albano and Sparro, 2010). A number of disadvantages of centralized procurement systems are listed by Iloranta and Pajunen-Muhonen (2012). These include the inability of business divisions to make decisions, possible opposition from business units, a singular focus on procurement staff, little overlap between procurement and other administrative tasks, and sizable gaps between internal clients and procurement staff.

Additionally, as Karjalainen pointed out, centralized procurement arrangements have a number of drawbacks of their own (2011). These consist of a drawn-out procurement procedure, limitations on local suppliers' involvement, inadequate planning, shoddy contract management systems, a dearth of transparency, and incompetent procurement personnel. The efficacy of centralized procurement methods may be substantially impeded by these problems. Regretfully, centralized procurement is a field vulnerable to bad leadership, unscrupulous behavior, insufficient requirements analysis, and flimsy commercial arguments (Basheka, 2008).

According to the Ministry of Finance and Economic Development (2007) and the Council of Ministers Financial Regulation No. 17/1997, public procurement and property disposal in Ethiopia are centrally administered by the Public Property Procurement and Disposal Agency (Tesfahun,

2011). Despite having a strong theoretical basis, there have been several obstacles to overcome in the real-world use of a centralized public procurement system for government agencies. These comprise the ever-evolving corporate settings, the proficiency of the personnel engaged in procurement, and the procurement procedures themselves. Moreover, a number of variables and actions pertaining to the procurement process have raised questions regarding the jurisdiction of the responsible government organization, Public Property Procurement and Disposal Service (PPPDSA). A decentralized public procurement system, on the other hand, encourages responsiveness and may effectively meet the demands of diverse target audiences and organizational divisions (Masiko, 2013).

2.7 Decentralized Procurement System

Decentralized procurement refers to a system in which national rules and regulations are followed by government agencies while they conduct their purchasing activities. Stated differently, each organization oversees its own procurement procedures. This kind of operation is typical in business unit-structured corporations, where purchasing operations are managed by the management of individual business units. Additionally, decentralized procurement is frequently used by project-based organizations. In this method, several buyers manage a variety of items, usually acquired in lower quantities than in central purchasing (Gadde & Hakansson, 2001).

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individual business units. Additionally, decentralized procurement is frequently used by project-based organizations. In this method, several buyers manage a variety of items, usually acquired in lower quantities than in central purchasing (Gadde & Hakansson, 2001).

Now, let's delve into the procurement practices in senior high schools in Ghana before the shift to centralized procurement. The Ghanaian educational system includes various senior high schools across the country. These schools, including New Juaben Senior High School, are mandated by Section 14 of the Public Procurement Act to conduct their procurement activities in compliance with the Act. According to a 2018 educational survey conducted by Beni Gam in senior high schools in the Nadowli/Kaleo District in Ghana's Upper West Region, the majority of these schools' procurement departments employed methods such as sole sourcing, restricted methods, and requests for quotations to procure goods for their operations. Still, a sizable percentage of participants (76.3%) said they liked using requests for quotations. This preference was frequently linked to the need for the necessary products urgently, which affected the procurement method selection. This viewpoint offers a foundation for comparing the senior high school procurement practices in the research region, especially if they also use the previously specified procurement techniques. It's important to note that schools in Ghana's south frequently work together to boost their purchase volume and recruit additional vendors (Alando & Ewuntomah, 2021).

On the other hand, there has been a lack of openness due to worries about corruption in the procurement methods of the educational sector. Some claim that corruption has made the procurement process more difficult, while others assert that the Public Procurement Authority has taught administrators at different senior high schools about the Procurement Act through seminars and workshops. After the OECD's 1996 Convention against Bribery and Corruption of Foreign

Public Officials in International Business was adopted, the problem of corruption in public institutions' general procurement processes gained attention (Hallak and Poisson, 2007).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

One technique that aids researchers in getting clear answers to their study questions is research design. It's a method of gathering data that guarantees a thorough comprehension to successfully handle the research difficulties at hand; it's more than just a strategy. A descriptive research design is being applied in this instance. According to Mugenda & Mugenda (2003), this kind of design works well for acquiring information that addresses concerns regarding the study respondents' present circumstances. To put it another way, it's similar to taking a moment to capture the current moment. As Kothari (1995) states, the main goals of descriptive research are to describe, document, analyze, and report on present or previous situations. Hence, it's the best strategy to obtain a comprehensive understanding of the topic under study.

3.2 Population and Target Population

The entirety of a precisely defined collection of individuals or objects that have specific common traits or qualities is known as the study population (Neuman and Vidler, 2006). The management and teaching personnel of New Juaben Senior High School were the target population. There are ninety staff members at New Juaben Senior High School. Both teaching and non-teaching workers are included in this.

3.3 Sample and Sampling Technique

Because of time and financial restrictions, it is frequently impracticable to poll the whole population while undertaking a research. Rather, researchers pick subsets of the population that best capture its salient features. In this instance, a sample of twenty respondents—eight managers, two matrons, and ten teachers—was selected.

The researchers combined convenient sampling and purposive sampling, two non-probability sampling methods, to choose these respondents. Due to their knowledge of the research topic, respondents from the management and matron groups were chosen through the use of purposeful sampling. According to Saunders et al., this method entails utilizing judgment to choose a sample that accurately represents the pertinent regions or groups (2009).

On the other hand, teaching staff members were chosen by convenient sampling in accordance with their availability and desire to answer to the questionnaire and take part in the study. In essence, it comes down to selecting people who are eager to participate in the study and are accessible.

On the other hand, teaching staff members were chosen by convenient sampling in accordance with their availability and desire to answer to the questionnaire and take part in the study. In essence, it comes down to selecting people who are eager to participate in the study and are accessible.

3.5.1 Primary Data

Questionnaires are the primary research tools used. This was carried out with an emphasis on the study's goals. The study population's selected respondents who were included in the sample frame

are where the primary data are gathered. This information serves as the foundation for much of the study's analyses.

3.6 Data Collection Instruments

In this study, a questionnaire was used as the data gathering instrument. One of the primary tools used to collect data is a questionnaire (Saunders et al (2003). It is a tool that uses a form that the respondent fills out to get answers to predesigned questions. Questionnaires are usually utilized as the main method of data gathering since they are easy to evaluate and generate relevant, reliable data. Respondents were provided with a preset range of response options for the closed-ended survey questions.

3.6.1 Questionnaire

A questionnaire is a form of document that consists of several questions on a certain topic, issue, problem, or viewpoint that will be investigated. For the questionnaire, the researcher employed closed-ended question formats. Closed-ended inquiries limit their answers to a specified list of possibilities or solutions. The researcher uses closed-ended questions since they save a lot of time by being simple to compile, code, and analyze. The three components of the questionnaire are A, B, and C. The respondents' biographical information is in section A. The questions in Sections B and C relate to the study's goals.

3.7 Data Analysis Procedure

The data that was collected was analyzed using quantitative techniques. Before any data analysis could begin, the acquired data was cross-checked to make sure that the respondents had answered the questions in the questionnaire in the correct way. The data was analyzed using the Statistical Package for Social Sciences (SPSS). After then, the results were interpreted. The frequencies are

produced using SPSS, and the figures are produced with Microsoft Excel 3D chart. The gathered data was condensed and presented in an easy-to-read format for analysis. To obtain a clear picture of the survey responses, the data are first categorized and then summarized. This is followed by quantitative processing, interpretation, and analysis.

3.8 Limitations of the Study

The recent sharp rise in printing costs might put the researchers in financial jeopardy.

Additionally, because of the respondents' hectic schedules, data may not be collected in the allotted time.

CHAPTER FOUR

ANALYSIS, INTERPRETATION AND DISCUSSION OF DATA

4.0 Introduction

The conclusions from the field data are presented in Chapter 4. The results were examined in accordance with the study's goals. There are two portions to the presentation. Part I contains the respondents' personal information, such as their age, gender, and degree of education, while Part II contains the primary conclusions drawn from the data. Twenty surveys in all were issued. Simple statements were used in tables and charts that displayed the findings.

SECTION A: Demography of Respondents

4.1 Gender

The gender distribution of the survey was to assess gender balance in the organisation.

Table 4.1: Gender of the Respondents

	Frequency	Percent (%)
Valid	12	60
	8	40
Total	20	100.0

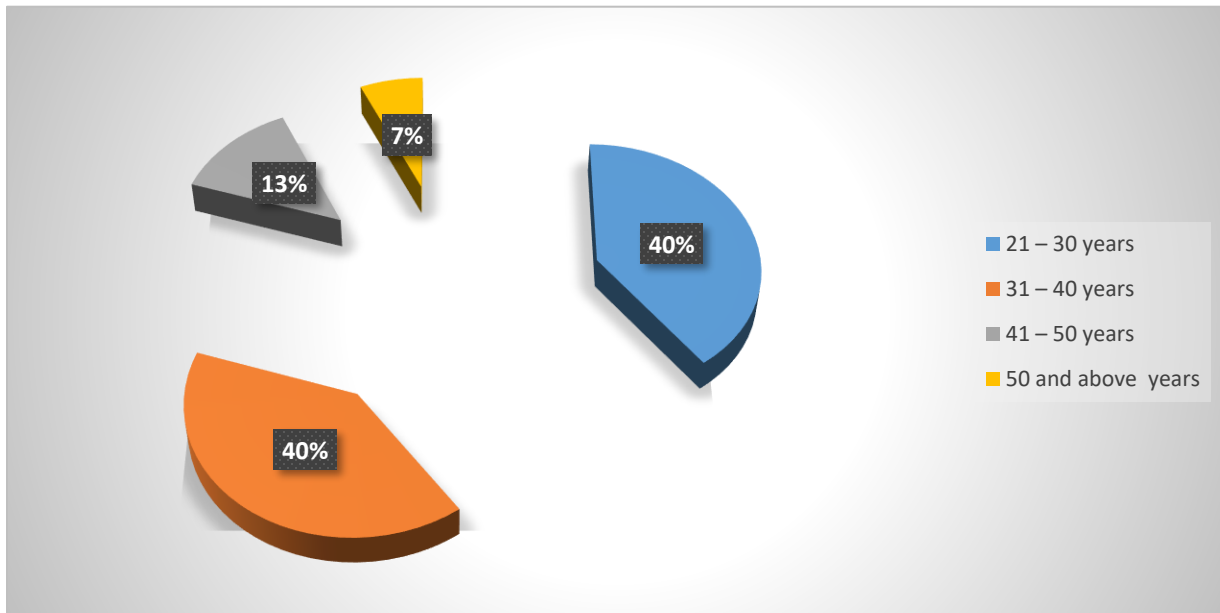
Source: Researchers field survey, 2023

As shown in table 4.1, of the 40 respondents, 12 (or 60% of the total) were men, while the remaining 8 (or 40% of the respondents) were women. This suggests that men predominate among the New Juaben Senior High School faculty. This indicates that gender parity is maintained in all aspects of New Juaben Senior High School's operations.

4.2 AGE

The age distribution of the survey was to assess the age balance of the respondents at New Juaben Senior High School

Figure 4.1: Age of the Respondents



Source: Researcher's field survey, 2023

Regarding the respondents' age distribution, 8 of them, or 40% of the target group, were between the ages of 21 and 30. Six respondents were in the 31–40 age range, three respondents, or 15% of the target population, were in the 41–50 age range, and the remaining three respondents, or 15% of the population, were 50 years of age or older. The data suggests that New Juaben Senior High School has a youthful, dynamic staff that is capable of working with the school for an extended period of time. The significant number of youthful employees in the organization is due to the fact that procurement work requires more clever and smart workers to fulfill defined goals and objectives.

4.2 Educational level

The educational level distribution of the survey was to assess the level of education of the staff at New Juaben Senior High School

Table 4.2: Educational level

Education	Frequency	Percent (%)
Secondary	0	0.0
Valid Tertiary	20	100.0

Source: Researcher's field survey, 2023

According to the survey, 20 respondents, or 100% of the sample, fell into the tertiary group. This suggests that every member of the faculty at New Juaben Senior High School has finished their tertiary cycle education, which will significantly improve their technical proficiency.

SECTION B: the challenges of centralized procurement at New Juaben Senior High School.

Please rate your agreement with the following statements using the scale that is provided. This will enable us to gauge your level of agreement or disagreement with the teaching and learning problems brought on by centralized procurement at New Juaben Senior High School. You can choose from options like "1 - Strongly Agree," "2 - Agree," "3 - Not Sure," "4 - Strongly Disagree," or "5 - Disagree" to express your views.

Table 4.5 The challenges of centralized procurement at New Juaben Senior High School

challenges	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
excessively delayed of supply items	0	6 (30%)	0	12 (60%)	2 (10%)
mismatch between the items requested and those that are procured and delivered	0	6 (30%)	0	10 (50%)	4 (20%)
low-quality items are received from suppliers	4 (20%)	0	0	8 (40%)	8 (40%)
incurred additional costs as a result of the lengthy duration	4 (20%)	4 (20%)	0	12 (60%)	0
bureaucratic processes	6 (30%)	0	0	10 (50%)	4 (20%)

Source: Researchers field survey, 2023

According to Table 4.5 above, of the 20 respondents, 6 (or 30%) disagreed that excessively delayed supply items are a challenge of centralized procurement on New Juaben Senior High School; 12 (or 60%) agreed; and the remaining 2 (10%) strongly agreed. The overwhelming consensus among the respondents suggests that a problem with centralized procurement at New Juaben Senior High School is the excessive delay of supply goods.

In addition, with regards to question 4.5 above, six respondents, or thirty percent of the sample, strongly disagreed that mismatches between the items that are requested and those that are procured and delivered present a challenge for centralized procurement at New Juaben Senior High

School. Ten respondents, or fifty percent of the sample, concurred that mismatches between the items that are requested and those that are procured and delivered present a challenge for centralized procurement on New Juaben Senior High School, and four respondents, or twenty percent, strongly agreed with this point. From the study, it can be concluded that one of the challenges facing New Juaben Senior High School's centralized procurement process is the discrepancy between the things that are ordered and those that are delivered.

According to the data in Table 4.5, 4 respondents, or 20% of the total, strongly disagreed that low-quality products obtained from suppliers pose a problem for New Juaben Senior High School's centralized procurement process. Eight respondents, or forty percent of the sample, agreed that there is a challenge with centralized procurement in senior high school. The remaining sixteen respondents, or forty percent of the sample, strongly agreed that receiving low-quality items from suppliers is a challenge with centralized procurement at New Juaben Senior High School. The analysis's conclusion is that New Juaben Senior High School's centralized procurement process faces challenges as a result of suppliers' poor-quality products.

Finally, six respondents, or thirty percent of the total, strongly disagreed that one of the difficulties with centralized procurement in senior high school is the bureaucratic procedures. Twenty percent of the respondents strongly agreed that bureaucratic procedures are a difficulty in centralized procurement in senior high school, whereas ten respondents, or fifty percent of the sample, agreed that bureaucratic processes are a challenge in centralized procurement in senior high school. One may get the conclusion that centralized procurement in senior high school is challenging due to bureaucratic procedures.

The assessments in Table 4.5 are obviously supported by the literature, since the majority of respondents agreed with them. Peterson et al. (2020) suggest that centralized purchasing could be harmful. It could lead to a breakdown in responsibility and communication between the supply-receiving units and the centralized procurement agency. Lack of flexibility, as is demonstrated by the units' limited control over their purchases, is another negative. The standardized purchasing output might not be able to fully satisfy the demand for a particular unit. Karjalainen (2011) lists a number of drawbacks associated with centralized procurement structures, such as a drawn-out procurement procedure, limitations on the involvement of local suppliers, inadequate planning for the procurement process, a substandard contract management system, a lack of transparency, and incompetent procurement personnel. These flaws provide significant obstacles to centralized procurement systems' efficacy. Moreover, it is unfortunate that centralized procurement is a subject that is vulnerable to bad management, corruption, a lack of a complete needs analysis, and weak business cases (Basheka, 2008).

SECTION C: the benefit associated with centralized procurement in New Juaben Senior High School.

This section was to assess the benefit associated with centralized procurement in New Juaben Senior High School.

Table 4.4: the benefit associated with centralized procurement in New Juaben Senior High School

benefit	strongly disagree	Disagree	Not sure	Agree	Strongly agree
lowering transaction costs	4 (20%)	0	0	12 (60%)	4 (20%)
Lower price	5 (25%)	0	0	10 (50%)	5 (25%)
control the policies and procedures related to purchasing	4 (20%)	2 (10%)	0	8 (40.0%)	6 (30%)
Reduce corruption	0	6 (30%)	0	10 (50%)	4 (20%)
Common procurement process	4 (20%)	4 (20%)	0	11 (55%)	5 (25%)

Source: Researchers field survey, 2023

As can be seen from table 4.4 above, 4 out of the 20 respondents, or 20% of the total, strongly disagreed that reducing transaction costs would be a benefit of centralized procurement at New Juaben Senior High School. Additionally, 12 respondents, or 60% of the sample, agreed with the statement, while the remaining 4 respondents, or 20% of the sample, strongly agreed. This suggests that New Juaben Senior High School will see reduced transaction costs as a result of consolidated procurement.

Furthermore, as can be seen from table 4.4 above, five respondents, or 25%, strongly disagreed that New Juaben Senior High School benefits from decreased prices as a result of centralized procurement. Ten respondents, or fifty percent of the total, agreed that lower prices are an advantage of centralized procurement for New Juaben Senior High School. The remaining five respondents, or twenty-five percent of the total, strongly agreed with this statement. This research suggests that one advantage of centralized procurement is that it can lead to reduced prices..

At New Juaben Senior High School, 4 respondents, or 20% of the sample, strongly disagreed that control over purchasing rules and processes is an advantage of centralized procurement, whereas 2 respondents, or 10% of the sample, disagreed. The benefit of centralized procurement at New Juaben Senior High School is control over the rules and processes linked to purchasing, as agreed upon by 8 respondents, or 40% of the sample, and highly agreed upon by the remaining 6 respondents, or 30%. This suggests that the majority of respondents are aware that one advantage of New Juaben Senior High School's centralized procurement is control over the regulations and processes pertaining to purchases.

Lastly, four respondents, or twenty percent of the total, strongly disagreed that New Juaben Senior High School's centralized procurement procedure is an advantage. Of the twenty respondents, or one hundred percent, agreed with this statement. A unified procurement procedure is one advantage of centralized procurement at New Juaben Senior High School, according to 11 respondents, or 55% of the total. Five respondents, or 25% of the total, strongly agreed with this statement. This demonstrates that one advantage of centralized procurement at New Juaben Senior High School is having a single procurement process.

The responses from Table 4.4 above about the advantages of New Juaben Senior High School's procurement practices, when critically analyzed, support some findings in the literature.

Karjalainen (2009) asserts that companies can benefit from the centralization of buying activities in a number of ways. These benefits often accompany synergy benefits since they both arise from collaboration between two or more units. The most evident advantage of purchasing synergy is cost efficiency.

The benefits of centralized buying go beyond financial savings. Economies of process, information, and compliance are also achievable. Economies of process refers to the capacity of procurement experts to create a productive working style that integrates continuous process and procedure improvement (Karjalainen, 2009b; Peterson, et al, 2020). Informational

Furthermore, transparent tendering and the central procurement agency's greater visibility both lessen the chance of corruption. To counteract corruption, even the use of centralized buying is recommended (Dimitri, et al, 2006).

The following are the main reasons in favor of centralization: lower costs from bulk purchases, fewer transactions between buyers and sellers, elimination of redundancies, stronger negotiating position, ability to appoint managers with greater expertise, potential for improved product and service quality, lower supply risks and litigation expenses, and easier access to resources (Thai, 2009; Tella and Virolainen, 2005; Albano and Sparro, 2010).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

Chapter five looks at summary of findings, conclusion and recommendations.

5.1 Summary of findings

The analysis showed that the firm may gain a great deal from centralized procurement. The study found that centralizing procurement guarantees a decrease in the organization's transaction expenses. It was also discovered that reduced product prices at Senior High School are guaranteed via centralized procurement. It was also discovered that centralized procurement aids in the management of the Senior High School's buying rules and practices. According to the report, senior high school procurement procedures should be uniform and centralized to assist minimize corruption.

The study found that while centralized procurement has several advantages, New Juaben Senior High School has encountered certain difficulties since implementing it in senior high schools. It was discovered that New Juaben Senior High School acquisitions are being made far too slowly. Additionally, it was discovered that there is a discrepancy between the things that are supplied and bought at New Juaben Senior High School and those that are requested, which is interfering with the successful implementation of centralized procurement in Senior High School. Furthermore, the investigation showed that the Senior High School is receiving low-quality supplies from its vendors. They also disclosed that the Senior High School had to pay extra because of the protracted procedures and red tape involved in obtaining the needed supplies from the federal government.

5.2 Conclusion

The researchers came to the conclusion that centralized procurement guarantees a decrease in transaction costs inside the company based on the results of their analysis. Additionally, it was determined that unified procurement guarantees cheaper product prices for Senior High School. Additionally, it was determined that centralizing procurement aids in maintaining control over the senior high school's buying rules and procedures. The researchers came to the conclusion that having a standard procurement procedure in senior high school and centralized procurement aid to eliminate corruption.

The researchers came to the conclusion that New Juaben Senior High School acquisitions are being made far too slowly. Additionally, a discrepancy between the things that are ordered and delivered to New Juaben Senior High School and those that are received was determined. Furthermore, the investigation found that the Senior High School's vendors are providing low-quality goods. They also came to the conclusion that the Senior High School paid more money because of the drawn-out procedure and red tape involved in obtaining the needed supplies from the federal government.

5.3 Recommendations

The study's conclusions lead to the following suggestions.

In order to guarantee that supplies are delivered to the schools at the appropriate times and prevent a scarcity of supplies in the senior high schools, it is advised that the organization in charge of acquiring supplies for the schools establish timely contact with suppliers and timely payments.

It is also advised that there be communication between the suppliers, the minister of education, and the supply officers in the various senior high schools to find out exactly what the schools are

requesting so that the suppliers can provide the correct items. This will help to solve the issue of mismatches between the items that are requested and those that are procured and delivered.

At order to lessen the workload of the national officers, the researchers propose that the procurement system be decentralized to the regional levels. This would allow a procurement officer in the regional offices of the minister of education to purchase schools in that region. Additionally, this will guarantee appropriate supervision and coordination of the supplies to the nation's numerous senior high schools.

The researchers advise other researchers who are interested in this topic to use different schools in different regions for their future studies. Because only New Juaben Senior High School was included in this study.

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APPENDIX I
QUESTIONNAIRE

KOFORIDUA TECHNICAL UNIVERSITY

FACULTY OF BUSINESS AND MANAGEMENT STUDIES

DEPARTMENT OF PROCUREMENT AND SUPPLY SCIENCE

TOPIC:

Assessing the effect of centralized procurement in the second cycle institution. A case of New Juaben Senior High School.

This is an academic exercise to be undertaken by **Grace Okley** and **Stephen Okyere**, final year students of Koforidua Technical University of the Department of Procurement and Supply Science in partial fulfillment of the requirements leading to the award of the Bachelor of Technology (B' Tech) in Procurement and Supply Chain Management. The information provided will be treated confidential and used only for academic purpose.

Please tick (✓) the alternative applicable to you or comment in the space provided where appropriate.

Section A: Bio Data

Q/N	QUESTIONS	RESPONSES
Q2	Gender	1. Male [] 2. Female []
Q1	Age	1. 21 – 30 years [] 2. 31 – 40 years [] 3. 41 – 50 years [] 4. 50 and above years []

Q3	Highest Educational level	1. Basic []
		2. Secondary []
		3. Tertiary []
		4. Others

SECTION B: the challenges of centralized procurement on New Juaben Senior High School.

To each of the following condition in the table below, please tick 1-Strongly Agree, 2- Agree 3- Not Sure 4- Strongly Disagree and 5-Disagree to indicate the extent to which you agree with the statement below as the challenges of centralized procurement on teaching and learning in New Juaben Senior High School.

challenges of centralized procurement	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
excessively delayed purchases					
mismatch between the items requested and those that are procured and delivered					
low quality items					
incurred additional costs as a result of the lengthy duration					
bureaucratic processes					

SECTION C: the benefit associated with centralized procurement in New Juaben Senior High School

To each of the following condition in the table below, please tick 1-Strongly Agree, 2- Agree 3- Not Sure 4- Strongly Disagree and 5-Disagree to indicate the extent to which you agree with the

statement below as the benefits associated with centralized procurement in New Juaben Senior High School.

benefit associated with centralized procurement	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
lowering transaction costs					
Lower price					
control the policies and procedures related to purchasing					
Reduce corruption					
Common procurement process					

In respect to the challenges, what do you think the government should do?

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Thank you!!!




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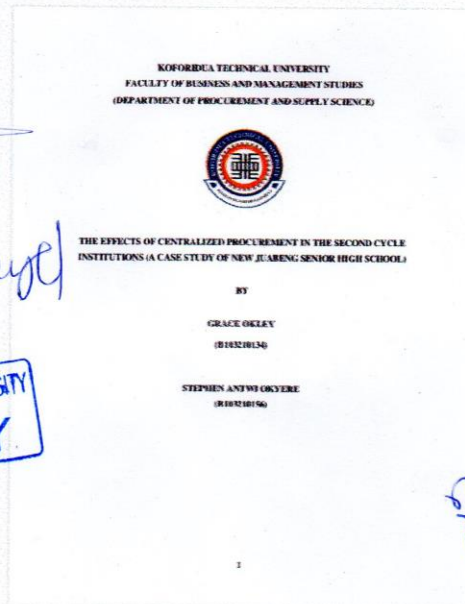



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