



## DETERMINING THE PARTICIPATION OF THE SPECIAL GROUPS IN PUBLIC PROCUREMENT OPPORTUNITIES IN TANZANIA

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### Abstract

*This study assessed the involvements of special groups within the public procurement opportunities in Tanzania. A judgemental sampling technique was used to select respondents from 123 respondents. Of these, 110 responded to the questionnaire whereby, 94 special groups and 16 procuring entities in Morogoro region responded to the shared sets of the questionnaire. Data were collected and analysed through chi-square and descriptive statistics. Findings show that special groups are conscious of the prevailing procurement opportunities to a moderate extent. Despite being aware to a moderate extent study, however, reveals really low awareness of the 30% reservation schemes. Also, the study showed that there is a statistical relationship between accessibility to the procurement opportunities and the participation in the procurement opportunities by special groups,  $p\text{-value} = 0.012 < 0.05$ . However, despite having a statistical relationship yet the study revealed that special groups face difficulties in accessing procurement opportunities, which contributed highly by the character of their business and registration requirements. 30% reservation for special groups were moderately implemented by the majority of PEs, PEs claims that the non-participations by the special groups are due to; Perceptions of not winning, Social inferiority syndrome, Bureaucracy on the registration process, Lack of organization among special groups owned firms and Financial incapability. The study recommended that there is a need for the policy maker to provide a means of disseminating information for the special groups' participation in the public procurement opportunities as well as training to procuring entities on the implementations of the procurement reservation schemes. The discoveries of this study should be important to the legislators in Tanzania to establish more improvements in the participation of special groups in public procurements opportunities.*

**Keywords:** Participation, Special groups, Procurement, Opportunities, Tanzania

### 1.0 INTRODUCTION

The involvement of special groups in social development is extremely crucial in any country for several reasons. Arguments show that special groups' involvement reduces the extent of

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poverty and improve human wellbeing in society (Owiti, 2018). Djan (2015) Showed that purposes behind this involvement of minority groups it's for social-economic development, political and social wealth of communities. Historically, special groups were not involved in economic development aspects which call for the attention in different international agreements and treats for the involvements of minority groups in social-economic developments (Bolton, 2016). Understanding the importance of involving minority groups in social and economic development aspects, many special groups supporting programs were initiated to foster the participation of those groups in economic aspects. Among the programs which were earlier introduced was the ex-ante program for black people commodities in USA 1950s (MacCruden, 2007). The government of Canada introduced a program for the disadvantaged group in 1995 to permit abdominal groups to participate in economic activities by providing different incentives like tax exemptions and free transport (Bolton, 2016). Later on, the USA introduced the new preferential programs also referred to as the SBA 8(a) program), emanating from the Nixon Administration, which was designed to assist minority entrepreneurs to obtain federal procurement contracts from USA Federal procurement laws (MacCruden, 2007). The USA program was the first programs within the world to allow indigenous groups to participate in public procurement opportunities because the previous programs were generally focused on economic activities. Example, the British government earlier introduced an idea to use government contracts to encourage the employment of disabled ex-servicemen in 1919 (MacCruden, 2007).

As a result, from USA initiatives in 1990s World Bank also recognised the importance of procurement in promoting social and economic development and call for the reforms in many countries to address the issues procurement fairness and promoting many stakeholders to participate in public procurements transparently (Makena, 2016). The ILO and other stakeholders have conducted several studies aimed at assessing the development and support of minority groups; women, youth and person with a disability. One of the conclusions of these studies is that the business environment for these groups is not as smooth as it is for the non-minority groups. Recommendations from these studies were to emphasize government procurement laws and other laws to take into consideration the preferences for minority groups to participate in economic developments (Mrope, & Namusonge 2017). Therefore, responding to these recommendations, different countries worldwide have reformed their procurement act to accommodate participations by special groups in public procurement contracts (Ameyaw, Mensah, & Osei-Tutu, 2012).

On eighteenth June 2013, a policy directive was introduced in Kenya that needed the procurement rules to be amended to permit thirty per cent of contracts to run to the youth, women and persons with disabilities while not competition from established companies (Makena, 2016). Furthermore, they produce a program referred to as the path to public procurement Opportunities (AGPO) program that aims to facilitate special groups owned enterprises to be able to participate in government procurement. In Uganda, a regulation introduced that needed the procurement rules to permit contracts to run to the youth, women

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and persons with incapacity (Owiti, 2018). South Africa and Malaysia are among of African countries after Kenya, Uganda, Nigeria and Tanzania where public procurement policy has been customized to empower disadvantaged populations and thus pursue the goal of equitable sustainable development (Mwangi, 2017).

In 2016, Tanzania procurement rules were amended to allow 30 per cent of contracts to be given to the youth, women and persons with disabilities by providing a preference for special group participations in obtaining public procurement opportunities, to facilitate the youth, women and persons with disability-owned enterprises to be able to participate in government procurements (PPA, 2016). Despite the reforms and emphasizes by different Authors such as (MacCruden, 2004; 2007, Basheka, 2018) yet different authors argued that low participation among special groups in procurement as well as non-implementations of preferential programs for local suppliers (Emily, 2015; Johnson 2017; Leticia 2018). By understanding the importance of special group to participate in public procurement contracts for the national economic development. Thus, this paper was conducted to explore the involvements of the special groups in public procurement opportunities in Tanzania; specifically, first it aimed to examine special groups awareness on Public procurement opportunities in Morogoro, secondly it aimed to determine the extent to which preferential schemes in public procurement has been implemented by public entities in Morogoro and finally it aimed to determine the extent to which special groups have access to government procurement opportunities in Tanzania.

## **1.2 Problem Statement**

Recently, the special groups' participation in the development processes have been given elementary rights and the customary principle in the development, by international treaties, agreements, laws and regulations (Bolton, 2016). The situations of special group involvement in public procurement automatically cut across all members of the targeted community and all individuals would benefit. Having seen the importance of participation of the special group in public procurement, the Public Procurement Act of 2011 as amended in 2016 has introduced preference that covers the special group and inclusion of local suppliers. These changes in the legislations have necessitated the public procurement regulatory authority to develop a guideline for the participation of Special Group in public procurement in Tanzania.

However, despite the efforts made by many governments including Tanzania nonetheless, the participation of special groups in public procurement opportunities remains low (Leticia, 2018). Studies reveal that low participation of the minority groups in the public procurement market, was not only in the developed countries but also countries from the underdeveloped world (McCrudden, 2004; McCrudden, 2007; Fresh, 2008; Akenroye & Aju, 2013). Therefore, indicating special groups still face some challenges in participating in the public procurement markets despite the undergone different reforms for the aim of supporting special groups.

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On this regard, studies have been conducted to ascertain a range of issues affecting special groups owned firms to participate in the public procurement markets from both developing and developed countries. Leticia, (2018); Lucas, (2018) conducted their studies in Tanzania revealed that lack of information and financial incapability negatively affected the participation of women-owned firms in the public procurement market, but their study focused mainly on women-owned business and ignore other groups such as youth, elders and person with disabilities, this has led to inadequate evidence of the factors affecting special groups participation in public procurement opportunities in Tanzania context. Also, other studies which were conducted outside of Tanzania by Emilly, (2017); Mwangi, 2017; Makena (2016); Arrowsmith, (2010); Basheka (2018), despite assessing the factors affecting the participation of the special groups in the public procurement, have created inconsistencies conclusions and mixed finding. It is in this premise that this research was carried out by providing a new case that may fill the vivid gap; validates the literature, and more importantly, add knowledge to the existing literature on special groups' involvements in the public procurement opportunities in Tanzania. The aim is to explore the involvement of the special groups in public procurement opportunities in Tanzania. The Specific Objectives are: to examine special groups' awareness on Public procurement opportunities in Morogoro; to determine the extent to which preferential schemes in public procurement has been implemented by public entities in Morogoro; to determine the extent to which special groups have access to government procurement opportunities in Tanzania.

## **2.1 LITERATURE REVIEW**

### **2.1.1 Special groups**

In the area of human rights, increasing attention becomes devoted to the rights of persons belonging to specific groups, often called "vulnerable groups". People on these groups have certain basic features or are in a circumstance that has been shown to make these people more exposed to discrimination (Basheka, 2008).

Amended Act, (2016) special groups include 'women, youth, elderly and persons with disabilities'. This study will adopt the definition of 2016 amended act which defines special groups as a group of women, youth, elderly and persons with disabilities.

### **2.1.2 Theoretical review - The Social Bond Theory**

The study was guided by social bound theory; the mentioned theory was used specifically due to the nature of the study which based on social aspects of developments. The social bond theory was developed by Travis Hirsch in 1969, reputedly known as social theory. According to Hirsch (1969), the social theory proposes that people's relationships can be bound in a

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pyramid of trust, norms, commitment and good ethics. The theory as supported by Badaso (2014), argued that for the people in the society to be bounded in the development pyramid need to comply with the laws and regulations of the society and the nation at large. Makena (2016) connected the theory of social bound theory in the procurement aspects by arguing that procurement can be used as a bound pyramid to connect the society by complying with the laws and regulations. This theory has dimensions which were developed by Hirsch (1969), which calls for the society to be bounded by the aspects of information, laws regulations, ethics, respects, accountability and responsibility as well as chartable schemes to the society. The theory postulates that if moral codes are internalised and procurement officers are tied into and have a stake in their wider community, they will enhance the participation of the community in the procurement opportunities (Tukamuhabwa, 2012). This implies ethic and compliance to laws improve accountability and as a result of controlling individual ego and sensibilities about compliance with procurement reservations by ensuring the implementations of those stipulated schemes for special groups. Under that ground, the theory found to be very relevant under the topic of this study as it guides the study on assessing Ethics related factors for participations by special groups in public procurement opportunities in Tanzania. Also, the theory emphasizes information to society as a bound-in social-economic development. Cheema (2005) developed the improved social bound model which was connected to the good governance with six dimensions which are: Ethics, Participations, knowledge, Money, accountability and fair laws and regulation. These dimensions were later on supported by Meyer (2018), on explaining good governance in public sectors. For these ground this theory was connected with this study to conceptualize the accessibility of the procurement opportunity by the special groups, implementations of the reservations scheme by the public entities and the awareness of the special groups on the public procurement opportunities. All these conceptualized aspects were discussed in the theory as the pyramid of the society and national development

## **2.2 Empirical literature review**

### **2.2.1 Implementations of special groups' reservation scheme by PEs**

Under the requirements of Section 64 (2) (c) of Public Procurement Act (PPA) Cap 410 (as amended in 2016) and Regulation 30C of Public Procurement Regulations (PPR) of 2013 (as amended in 2016), all Procuring Entities (PEs) shall set aside thirty (30) per cent of their annual procurement volume for the special group, to facilitate the youth, women and persons with disability-owned enterprises to be able to participate in government procurements (PPA,2016). A recent study conducted by Thairu (2016), revealed the youth preference and retaining policy in public procurement had not been fully implemented in state-owned enterprises in Nairobi, Kenya due to lack of commitment among public servant, lack of knowledge and probity issues There are the opportunities to involve special groups in public procurement in Tanzania. But the implementations of such reservation scheme by public entities it is very minimal (Leticia,2018). Restraints towards adequate implementation which

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negatively hamper the participation of the special groups in the public procurement opportunities are; lack of gender and sex-disaggregated data, unclear communication channel, absence of gender trained expertise, lack of accountability mechanism and the effects of traditional beliefs and values.

### **2.2.2 Awareness of the special group on the existing procurement opportunities**

Different scholars have used awareness of the special group on the existing opportunities as a predictor of participation in government procurement by special groups (Emilly, 2017). Through the penetration of information, firms are more exposed to potential capabilities of extending their procurement coordination through effective utilization of shared information as firms can provide accurate information promptly (Baihaqi & Sohal, 2013). Moreover, lack of information can inhibit suppliers of being aware of the available procurement opportunities and participate adequately and becomes difficult for them to participate in the procurement market (Siau & Tian 2004).

### **2.2.3 Accessibility to procurement opportunities by special groups owned firms**

Public procurement procedures are often complex, burdensome and costly that they discourage special group-owned businesses from participating in public procurement markets. Public procurement contracts generally involve greater bid, proposal and compliance costs than commercial contracts. This often places special group-owned businesses at a disadvantage because they are less experienced and have fewer resources to draw upon than other businesses (Fresh Minds Research, 2008).

MacCrudden (2007) argued that there is a direct relationship between minority groups access public tenders and their level of participation, he went further and add that accessing to information related to public tender, accessing to financial capital, accessing to infrastructure and accessing to products supplied to the market collectively contributed positively to the level of participation by minority groups in the public procurement opportunities. Emily (2017) revealed that accessibility among special groups on the existing public procurement opportunities in Kenya highly influence the uptakes of the government procurement opportunities by the special groups. The possibility of the special groups accesses the registration bodies, contracting entities and accessibility to procurement opportunities enhance the level of participation of these minority groups to the given opportunities.

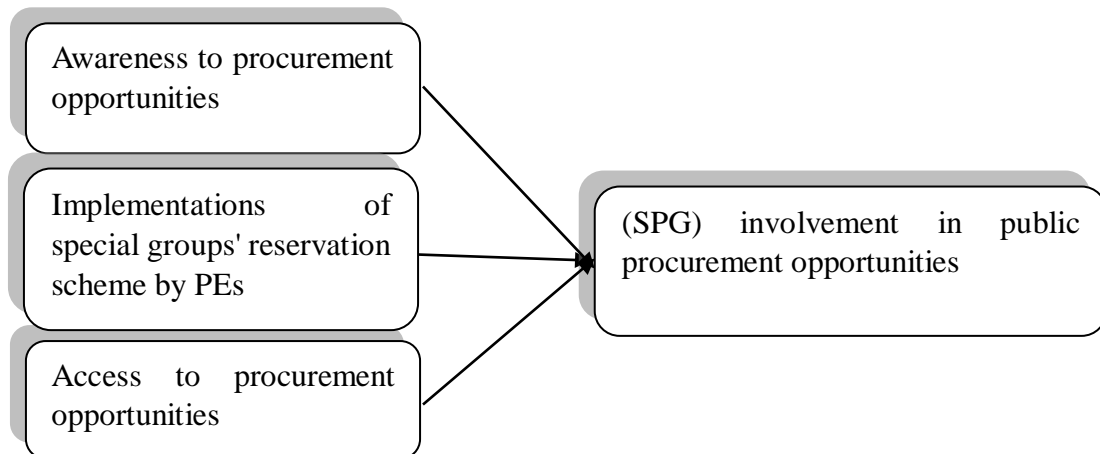
## **2.3 Conceptual framework**

According to Kothari (2004), the conceptual framework gives the relationships between the dependent and independent variables. Awareness to procurement opportunities, Implementations of special groups' reservation scheme by PEs and Access to procurement opportunities were used as an independent variable while special groups' participation was used as the dependent variable.

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*Figure 2,1 conceptual framework model*

### **3.0 RESEARCH METHODOLOGY**

#### **3.1 Research Design**

This study employed a mixed research design involving qualitative and quantitative approach. This approach was specifically applied because first, it is capable of generating qualitative information describing the respondent's view. Secondly, through the method, it is possible to collect quantitative data that are later analysed by statistical means. Thirdly, the collection of quantitative and qualitative enables the researcher to cross check and validates the collected data (Fisher & Buglear 2010). For the aim of this study a mixed method approach was considered important because increases the validity of the findings. Ahmed, Opoku, & Aziz (2016) argued that mixed approach enables the researcher to triangulate the study data for the purposes of ensuring data validity and reliability.

#### **3.2 Study Population**

The study involved firms owned by people with disability, youth, women and elders in Tanzania and procurement entities in the Morogoro region. It is from this population the researcher findings were reasonably be generalised.

#### **3.3 Sampling method and Sample Size**

In this study, the researcher used a total of 123 respondents as samples from the targeted population whereby 100 were the special groups owned firms in Tanzania under public procurement regulatory authority (PPRA) requirements. The list for special groups owned firms were unable and difficulty to obtain. From this view, the study had decided to use 100 sample sizes for the special groups owned firms and 23 PEs were used as a sample size. The study applied purposive sampling to obtain the sample size required for data collection from selected PEs and snowball sampling technique to select special groups' respondent.

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### **3.4 Data Collection**

A structured questionnaire was administered at the premises of the surveyed special groups firms and procuring entities. 23 sets of questionnaire were distributed to the PEs of which 16 returned complete, 100 were distributed to the special groups owned firms of these 94 returned complete.

### **3.5 Data analysis**

Mean score was used to measure the level of awareness of the special groups on the existing procurement opportunities, the awareness was measured through; Full of information regarding procurements, Awareness of registration procedures, Awareness of procurement procedures and Awareness on SG Preferential scheme which was however assessed categorical using four groups coded ranging from 1 = not aware to 5= highly aware. To get a clear knowledge of whether PEs has implemented the required reservations for special groups. Descriptive statistic was used to analyse data. Implementations were measured through; Setting aside 30% reservation, Capacity buildings, Timely payment to the SPG, Evaluation procedures and Bid security declaration forms which were however assessed using dummy scale coded ranging from 1 = strongly disagree to 5=strongly agree. Chi-square for categorical variables was used to show the relationship between the accessibility of the procurement opportunities and the participation of special groups in public procurement opportunities. Accessibility was measured through; Accessibility to registration bodies, Accessibility to SSE, Accessibility to contracting entities and Accessibility to procurement information.

## **4.0 FINDINGS**

### **4.1 Awareness of special groups to Procurement Opportunities**

From descriptive statistics on table 4.1, the study depicted that there is high awareness that organizations are technically aware of the procurement process( Bidding, Negotiation, contact management aspects) and organizations are highly aware on the existence of public procurement act and its regulations recording mean scores 3.91 and 3.53 respectively. While there is very low awareness of the 30% reservation scheme for special groups with a mean score of 2.46. Special groups were not highly aware on the existence of public procurement act and its regulations, awareness on procurement process (Bidding, Negotiation, and contact management aspects) and awareness to registration procedures with a mean score of 2.63, 2.75 and 2.98 respectfully.





*Table 4.1: Level of awareness among special groups owned firms*

	N	Mean	Std. Deviation
Your firm is highly aware of the 30% reservation scheme for the special groups	94	2.46	1.463
Your organization is highly aware of the existence of PPRA and its functions	94	2.63	1.310
your organization is highly aware of the existence and functions of special groups supporting entities	94	2.75	1.291
Your organization is highly aware on the existence of public procurement act and its regulations	94	3.53	1.185
your organization is technically aware of the procurement process( Bidding, Negotiation, contact management aspects)	94	3.91	1.018
Your organization is highly aware of the registration procedures for special groups	94	2.98	1.340
Valid N (listwise)	94		

*Source; Study finding (2021)*

#### **4.2 Implementation of reservations schemes by the PEs**

From the descriptive statistics presented on the table 4.2, it is depicted that higher implementation was seen mostly on reservations for local suppliers while a set aside 30% of the organization procurement funding’s for special groups remain unimplemented by the majority of the PEs. Also, payment to be made on time for local suppliers and special groups whenever they have been awarded tender remains unimplemented by the majority of the PEs with a mean score 2.50 and 2.38 respectfully. Meanwhile organization receive bid security declaration forms from local suppliers recording a mean score of 4.0.

*Table 4.2: Implementations of reservation schemes by public entities*

	N	Mean	Std
Your organization implements 30% set aside for special groups	16	2.50	1.155
Your organization (set aside) contracts for local firms for capacity building	16	3.06	1.340
Your organization grant a margin preference of up to 15% to domestically manufactured/produced goods during bid evaluations	16	3.38	1.147
Your organization consider margin of preference for local suppliers during evaluations	16	3.50	1.211
Your organization emphasize on local suppliers participation on public tenders	16	3.62	1.204
Your organizations make payments' on time to both special	16	2.38	0.885

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groups and local suppliers who execute organization tenders			
Your organization splits tenders to encourage participation by local suppliers	16	3.63	1.147
Your organization receive bid security declaration forms from local suppliers	16	4.00	0.966
Your organization set aside a mandatory inclusion of local firms and experts in consultancy services where foreign firms have to be awarded non-emergency consultancy assignments	16	3.75	1.065
Your organization keep records for the contract awarded under preferential preference's	16	3.44	1.153
Valid N (listwise)	16		

Source; Study finding 2021

### 4.3 Access to procurement opportunities

The study was particularly interested in the number of contracts awarded to special groups, Registration under special group category, Access to procurement opportunity, access to registration bodies, access to contracting entities (PEs) and lastly the level of participation by special groups in the public procurement opportunities.

Table 4.3: Accessibility to the procurement opportunities

Accessibility to procurement opportunities	Responses				Mean
	Not accessible (1)	Poorly accessible (2)	Moderately accessible (3)	Highly accessible (4)	
Accessibility to the registration bodies	27(27)	46(92)	18(54)	3(12)	1.97
accessibility to the subcontracting opportunities	11(11)	29(58)	47(141)	7(28)	2.53
Accessibility to the contracting entities	17(17)	32(64)	40(120)	5(20)	2.35
Accessibility to Special groups supporting entities	27(27)	46(92)	17(17)	4(16)	1.62
Accessibility to the financial institutions	18(18)	22(44)	40(120)	14(56)	2.53

Sources: Field survey data (2021)

From the information presented in table 4.3 it can be seen that there is a poor level of accessibility by special groups on procurement opportunities. Registration by special groups give opportunities to participate in the public procurement opportunities, subcontracting opportunities as a mean score of 2.53 and this gives advantages for the small firm to subcontract minor works, while accessibility to financial institution also had a mean score of 2.53, it gives special groups opportunities of acquiring a loan and enable the organization to compete in the government contracts in the procurement market.

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### 4.3.1 Chi-square result

Chi-square test for the categorical variable was performed to measure the relationship between accessibility to procurement opportunities which was measured by not accessible and accessible categories on the other hand participation of special groups was measured by “Yes” and “No” categories. The result showed that there is statistical relationship accessibility to the procurement opportunities and the participation in the procurement opportunities by special groups,  $p\text{-value} = 0.012 < 0.05$ . See table 4.4

Table 4.4: Chi-Square Tests

statistical model fit	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	53.825 <sup>a</sup>	33	.012
Likelihood Ratio	52.624	33	.016
Linear-by-Linear Association	15.440	1	.000
N of Valid Cases	94		

a. 45 cells (93.8%) have expected count less than 5. The minimum expected count is .15.

Sources: Field survey data (2021)

This result means that there is the relationship between accessibility and the level of participation by special groups which means that if the level accessibility by special groups’ increases then the level of participation will increase with the same proportion.

## 5.0 DISCUSSION

### 5.1 Special group’s awareness on the government procurement opportunities in Tanzania

The result showed that the level of awareness among special groups is at a moderate level. From this view, the study was against the observations made by Leticia (2018) who reveals that there is very low participation by special groups in the public procurement opportunities. Study findings were in agreement with Mass & Herrington (2006), agreed that most youths have a moderate awareness nearly to be low on government opportunities and as a result, youths with entrepreneurial tendencies perceive that there is no support from the government for them to participate in procurement opportunities. However, the study disagrees with the study findings of Emilly, (2017), argued that awareness is not related to the level of participation in public procurement by special groups in Kenya. Glover (2008) criticise UK SMEs often with lack of access to information concerning existing procurement prospects, time-wasting on paperwork and unequal criteria while seeking public procurement contracts.

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## **5.2 Implementation of reservations schemes by the public entities**

Public Procurement Act and Regulation of 2016, among the parts which were revised, was section 64 of the Principal Act in subsection (3) by adding the word "including the special group". According to the Amended Act elements of the special groups are women, youth, elderly and persons with disabilities. This section specified that "the procuring entity shall set aside 30% of the procurement volume for the special groups". The study revealed the high implementation of the reservation schemes by PEs in Morogoro region which is a good sign of compliance with the laws and regulations. This was against the findings of Thairu (2016), who asserted that reservations schemes for youth have not fully implemented by state-owned enterprises in Nairobi, Kenya. Ethics and compliance to laws improve accountability and as a result of controlling individual ego and sensibilities about compliance with procurement reservations by ensuring the implementations of those stipulated schemes for special groups and local suppliers.

## **5.3 Accessibility to Procurement Opportunities by special groups**

Accessibility by special groups to the public procurements opportunity is very low. Study findings disagree with MacCrudden (2004), who articulates that public procurement is an effective tool to create jobs and provide the foundation for economic recovery and sustained growth. Study findings revealed that nature and locations of the business operation were the main hindrances to access to government procurement opportunities. Business location and the nature of business play a great role in accessing government opportunities. Services or product offered by this special group are not frequently procured by the majority of PEs, some were providing service like agriculture consultancy services and almost 40% of the registered groups were doing agriculture activities. However, the government procurement market entails more expensive products (i.e. customized computer software, general binding, medical supplies, technical consultancy services, construction services, etc.), and yields the high profits, goes against the business owned by minority groups. Consequently, this market is monopolized by large firms. Though some of these larger products and expensive products by their nature necessitate numerous intensities of certification, several are merely local monopolies that have been able to launch a partnership with the county via political support over several years. As an outcome, numerous minority businesses Tanzania are not able to tolerably partake in this sector, which tops to their incapability to access government contracts. Non-minority owned companies have always had a competitive advantage in access public contracts as well as the economic marketplace compared to the business owned by minority groups, registration edibility being the case. Chi-square test showed that there is a statistical relationship between accessibility to the procurement opportunities and the participation in the procurement opportunities by special groups,  $p\text{-value} = 0.012 < 0.05$ . This result supported the result presented by MacCrudden (2007), who argued that there is a direct relationship between minority groups' access public tenders and their level of participation.

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#### **5.4 CONCLUSION AND RECOMMENDATIONS**

The Tanzanian Government spends about 70% of its budget on procurement (Mlinga, 2008) and with an annual budget of over Tshs. 34 trillion (Mlinga 2008), this means 70% of 34 trillion (20 trillion and above) used in procurements. This means that following the 30% directive on Government procurement, procurement opportunities reserved for youth, women and persons with disabilities and elders can be estimated at Tshs. 7 trillion Annually. This opportunity is enough to create countless women, youth, elders and person with disabilities entrepreneurs, which can cause a positive ripple effect of creating a huge economic growth in the country which at the end will enable to reduce the level of unemployment and poverty rate.

#### **5.5 Policy Implication**

The discoveries of this study should be important to the legislators in Tanzania to establish more improvements in the participation of special groups in public procurements opportunities. Notwithstanding the major undertakings that have already been made by the government in ensuring participation of special groups in public procurement opportunities, hence the non-minority firms are still the dominants of procurement opportunities which press an alert for the need to emphasize the implementations of reservations schemes by PEs to improve the participation. This study provides insights for practitioners that are involved in the public procurement within their organizations to implement the reservations schemes. As special groups typically have limited resources and lack of information that require a joint environment among the stakeholders to improve the participations of the special groups. It is of this study the policy makers and other stakeholders will get insight on the special groups participation road block so as to take immediate actions to remove the road blocks in the way of special groups' participation in the public procurement opportunities.

#### **5.6 The recommendations:**

- i. Training to government servant regarding procurement regulation to updates their knowledge and capture the new changes in 2016 amended laws and regulations.
- ii. Procuring entities should also strive to provide constructive and clear feedback on lost bids. This would improve applicants' future chances of winning bids. Feedback provides unsuccessful bidders with invaluable information about the evaluated strengths and weaknesses of their tenders and enables them to better compete for future contracts. Feedback also helps ensure the procurement process is fair and transparent.
- iii. The government should provide loan facilities to special groups. This will facilitate special groups' entrepreneurial abilities to participate in public procurements.
- iv. The government can also permit teaming arrangements, where two or more firms tender together for a procurement contract. Individual firms may not meet the technical and financial qualification requirements, but they could qualify as a team



- v. The study also recommended that special groups owned firms should invest more in developing its staff competencies on the matters relating to financial aspects and procurements laws.
- vi. Special groups supporting entities should increase training, sensitization and capacity building programs for special group's entrepreneurs to enable them to develop entrepreneurial abilities and attitudes

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