



**FACTORS AFFECTING PUBLIC PROCUREMENT TRANSPARENCY AND
ACCOUNTABILITY IN EiABC ADDIS ABABA UNIVERSITY**

By

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Supply Chain Management**

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This is to certify that the thesis prepared by Mr. Sofoneyas Wassie, entitled "Factors affecting public procurement transparency and accountability at EiABC in Addis Ababa University, complies with university policies and meets the standards for originality and quality required for a Master's degree in Logistics and Supply Chain Management.

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Acknowledgment

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Abstract

The goal of the study was to compile data on the elements that affect openness and accountability in AAU public procurement, particularly with regard to EiABC. The study employed a mixed-methods approach, including both primary and secondary data as well as a descriptive survey methodology. The target group of the study was EiABC personnel, and a sample of 87 individuals was selected using a purposive sampling technique. The data was analyzed using the statistical software SPSS version 26. The results of the study revealed issues with openness and accountability in public procurement. The complaint review board was found to be ineffective in managing complaints from personnel, suppliers, and consumers. To address these challenges, it is recommended to establish an institution that can enhance procurement capacity and implement a program to improve transparency. It is also important to establish a complaint review board that can effectively handle and assess complaints. Additionally, there should be a standardized structure for procurement units based on their organizational behavior and expenditure levels. Regular updates to the FPPA website are necessary to ensure accessibility for users, such as public bodies and suppliers. Lastly, the recruitment and promotion process should be based on merit to ensure transparency and accountability within the organization.

Key words: *public procurement, Transparency and Accountability, Procurement Staff Competence, Complaint Handling, Procurement Unit Structure, Information Communication Technology and Nepotism.*

Abbreviations and Acronyms

EFDR:	Ethiopia Federal Democratic Republic
EiABC:	Ethiopian Institute of Architecture, Building Construction
FPPA:	Federal public property and Administration Agency
GDP:	Gross Domestic Product
HR:	Human Resource
HPR:	House of People Representative
ICT:	Information Communication Technology
IFMIS:	Integration Financial Management Information System
MOFED:	Minister of Finance and Economic Development
OECD:	Organization for Economic CO- Operation and Development
PMU:	Procurement Management Unit
PPA:	Public Property and Administration Agency
PPDA:	Public Procurement and Disposal Act
PPPDS:	Public Procurement and Property Disposal
PPRA:	Public Procurement Regulatory Authority
SPSS:	Statistical Package for Social Sciences
TCA:	Transaction Cost Analysis
TCO	Total cost ownership

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Source adapted from lyrio,mouricio (2018)22

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

All organizational departments must participate in procurement, a key duty that has an impact on how well an organization runs. In order to efficiently manage and control a company's primary and supporting activities, it entails getting the essential products, services, expertise, and information for companies from the proper source, with the correct quality, quantity, pricing, and timing.

Government departments engage in the acquisition of various materials, services, and consultancy to fulfill their operational duties in accordance with their plans and policies. The process of public procurement is a dynamic one that involves bidders, regulators, and procurement agencies. It encompasses the identification of needs, the selection and solicitation of potential sources, the preparation and awarding of contracts, and the overall management and administration of contracts until their completion or the end of an asset's useful life (Srivastava and Agrahari, 2017).

Around 15% of the world's GDP, or trillions of dollars, is spent on public procurement, according to statistics. According to the European Commission of 2017, the public procurement market in the European Union (EU) contributes around 16% of the GDP. To guarantee that public funds are used in a transparent, effective, and non-discriminatory manner, the EU has set standardized public procurement regulations as one of its key goals in this field (European Commission, 2017). For any nation's national economic strategy as well as for reaching broader societal and sustainability goals, public procurement is important. (Plaček *et al.*, 2020).

The procurement process in developing countries' public sector has raised significant concerns regarding its purpose, expected outcomes, and its contribution to the overall performance of procurement. The lack of professionalism among staff, adherence to outdated practices, resistance to adopting electronic procurement, inadequate coordination, absence of quality assurance policies, guidelines, and proper regulations, as well as the absence of established procurement plans, have all contributed to poor procurement performance in both the public and private sectors. (Kwasi Boateng Adjepong and Augustine Anane, 2022).

According to estimates, government expenditure on services, projects, and supplies amounts for 15-20% of a country's GDP and up to 50% or more of all government spending in developing nations, with Eritrea and Angola accounting for as much as 33% and 26% of total government spending, respectively (World Bank, 2015). The provision of public services and infrastructure, among other important government activities, depends on efficient and successful procurement. Systemic procurement flaws can result in large public money losses, deteriorated service quality, corruption, and a decline in public confidence in government. (Knack, Biletska and Kacker, 2017).

Ethiopia is one of the main contributors to the nation's development agenda and is making significant expenditures in infrastructure. The purchase of infrastructure for the transportation, energy, water, agriculture, education, health, and other sectors accounts for around 62% of the yearly budget. This is equivalent to around 15% of the nation's GDP. (Utama, 2017).

The implementation of procurement or practices must adhere to the five main principles of (1) value for money, (2) non-discrimination (3) transparency, (4) accountability, and (5) promotion of local producers, businesses, and small and micro-enterprises, as stated in the Federal Government of Ethiopia Proclamation (2009) and Directive (2010)(Gebeyaw, 2017).

The adjustments have an impact on the internal and external processes and procedures the procurement department uses to achieve its objectives. It is possible for both internal and external factors to have an impact on a company's ability to achieve its sourcing goals. The interplay between a variety of factors, including professionalism, financial and human resources, organizational structure, procurement laws and regulations, rules, and internal control processes, have an influence on how well the procurement function performs (Tirefa, 2019).

The members of the procurement endorsing committee, heads of the procurement and property administration units, and personnel shall be responsible for acting in accordance with this Proclamation and any orders issued by the Minister (HPR, 2017).

Contractors, suppliers, service providers, and the general public must all have access to information about the government procurement process, unless there are valid legal grounds to keep certain information secret. "Value for Money" means to obtain the advantage of the best

possible result when selling or buying goods, works and services. For suppliers, this means not only demonstrating the lowest possible price, but also demonstrating the value of quality and total cost, as well as the benefits of broader factors, be they environmental, social and/or economic.

The distribution of public spending can be skewed in favor of highly differentiated products where corruption is harder to spot because there aren't any comparable reference prices when procurement processes are open to fraud and other forms of corruption (Mauro, 1998; Evenett and Hoekman, 2005a). Competition cannot play the function of driving down costs and enhancing quality when bidding procedures are distorted (World Bank, 2016)(Knack, Biletska and Kacker, 2017).

Public procurement aims to guarantee the quality of products and services by fostering an environment of open and honest competition. These goods and services must be delivered at the time and location of demand in the precise amount and quality that have been stipulated.

The study assessed the factors that allow for an impact on the implementation of public procurement transparency and accountability at Addis Ababa University in the Case of EiABC and give a possible solution.

1.2 Problem Statement

To increase public procurement's openness, accountability, efficiency, justice, and impartiality, the Ethiopian federal government passed Proclamation No. 649/2009. The main objective is to make certain that the significant quantity of public money spent on procurement is utilized in a method that encourages economic effectiveness and tackles any problems that may develop throughout the execution of the procurement process. Additionally, a Supervisory Agency is established by this proclamation to supervise the Ethiopian Federal Government's public procurement operations for the following 10 years(HPR, 2017).

However, finding show that government procurement has not yet achieved the above objectives due to non-compliance in both the processes and outcomes of government procurement, despite efforts by the Government Procurement Inspectorate to take action to improve compliance. Thus,

the research was presented the conceptuality and observational gaps to clearly demonstrate the essential and importance of the proposed study.

Regarding to Haji Ibsa, Director General of the Public Procurement and Assets Authority of EFDR, more than 60 % of the country's yearly budget is used for procurement, however, the corruption and theft of this highly invested sector is costing the country dearly. It is said that the losses caused by the complex theft and corruption of government institutions in the country's big projects are costing the country extremely, and the existence of corrupt practices in relation to procurement and property management even in higher education institutions(PPA, 2022).

Many scholars have made an effort to solve some of the public procurement problems in the nation's public organizations. These are elements impacting accountability and transparency in government procurement. at the federal level by Gebeyaw (2017); procurement planning and implementation effectiveness in Ethiopia by Anteneh (2015); Factors Affecting Public Procurement Performance in Ethiopia by Abebe (2017), accountability, responsibility, transparency, and corruption by Gizachew (2017), and how anti-corruption, transparency, and accountability measures may reduce this risk by Kohler & Dimancesco (2020). However, the above studies haven't clearly identified the impact of nepotism on public procurement the transparency & accountability, Besides as per the procurement standing committee of the Ethiopian parliament meeting in 2021/22 in parallel to the audit report, there have been identified that there are clear violations that associated with bribes and corruption along with nepotism issues of the national procurement proclamation of major national institutions including most public higher institutions. , this is related to transparency and accountability issues in public procurement (PPA, 2022) (Authority, 2021). Therefore, the inability of researchers to find such studies in this sector is certainly the main reason for conducting the present study.

1.3 Research Objective

1.3.1. General Objectives

The general objective of this research assessed factors Affecting Public Procurement Transparency and Accountability at EiABC.

1.3.2. Specific Objectives

- To ascertain the impact of Staff Competence in public procurement transparency and accountability at EiABC (Addis Ababa university).
- To identifying the impact of the complaints-handling mechanism in ensuring transparency and accountability in government procurement in EiABC.
- Examine the impact of procurement unit structure on transparency and accountability in government procurement at EiABC.
- To examine the impact of nepotism on Public procurement transparency and accountability at EiABC.
- To assess the impact of information technology on transparency and accountability in government procurement in EiABC.

1.4 Research Hypothesis

The study was proposed the following hypothesis:

Ho1: Staff competence has no significant impact on the transparency and accountability public procurement at EiABC.

Ha1: staff competence has a significant effect on transparency and accountability public procurement at EiABC.

Ho2: Complaint handling mechanism has no significant impact on the transparency and accountability of public procurement in EiABC.

Ha2: Complaint handling mechanism has significant impact on the transparency and accountability of public procurement in EiABC.

Ho3: procurement unit structure has no significant impact on the transparency and accountability of public procurement in EiABC.

Ha3: procurement unit structure has a significant impact on public procurement transparency and accountability in EiABC.

Ho4: Information communication technology has no significant impact on the transparency and accountability in EiABC.

Ha4: Information communication technology has a significant impact on public procurement transparency and accountability at EiABC.

Ho5: Nepotism has no significant impact on public procurement transparency and accountability in EiABC.

Ha5: Nepotism has a significant impact on public procurement transparency and accountability at EiABC.

Ho6: Transparency and accountability have no impact on public procurement

Ha6: Transparency and accountability have significant impact on public procurement

1.5 Significance of the Study

Accountability and transparency are thought to be powerful enablers in the battle against corruption in public procurement. The huge sums of money controlled through government procurement systems run the risk of escalating corruption and financial abuse in the absence of open and accountable platforms that enable two-way communication between governments and citizens. As a result, this study helped to clarify the influences on openness and accountability in public procurement as well as other potential consequences.

The study also can initiate other researcher to make farther study on the factors affecting translucency and responsibility in public procurement practice

1.6 Scope of the Study

The main elements impacting the adoption of public procurement methods consistent with openness and accountability in EiABC were evaluated and examined in this study. I limit the scope of this research to managers, technical specification and endorsing committee, procurement, finance, and human resources staffs.

This study assessed and analyzed the major factors affecting the implementation of public procurement practices in line with transparency and accountability in EiABC. In this research limit to the procurement, finance, HR staff, technical specification and, endorsing committee, and managers.

1.7 Limitations of the Study

Not sufficient previous research and written documents are found around public procurement with respect to transparency and accountability, now a day AAU through the process of transformation hence most of staffs take their annual leave and some of respond not well educated so I need extra time for translate for them

1.8 Definition of terms/ Operational Terms

“Compliance” is conformity or obedience to laws and legislation.

“ICT utilization” is the use of information and communications technology in accessing, receiving, storing, transmitting, processing and sending ideas, perceptions and information through computer and telecommunications facilities in the procurement process (Tirefa, 2019).

“Goods” Raw materials, finished commodities, machinery, and objects in solid, liquid, or gaseous form are all referred to as "goods". Live animals, marketable software, and any installation, shipping, maintenance, or similar responsibilities connected to the supply of the commodities are also included. These additional duties are only taken into account, though, if their worth does not exceed that of the actual goods..

«Public Procurement » mean purchasing by a public body using public fund;

« "Framework Contract Supplier" is a vendor who has agreed to provide products or services in accordance with a master agreement.

“Technical specifications” the public body's specifications for conformity assessment techniques, production processes and methodologies, measurements, symbols, terminology, packaging, marking, and labeling, as well as quality, performance, safety, and other factors, must be made explicit.

“Public Body ” This refers to any organization that receives funding from the Federal Government budget, including higher education institutions and similar public institutions.(HPR, 2017).

“Proclamation” This refers to the Ethiopian Federal Government Procurement and Property Administration Proclamation No.649/2009.

“Total Price” refers to the overall payment made by public authorities for a specific procurement, which includes taxes and any other additional costs.

“Staff competency” is the application of an employee's knowledge, skills, performance, and behavior required to excel in their tasks.

“Procurement Unit” is an entity responsible for handling procurement within public organizations, taking into account the appropriate organizational structure based on their duties.

"Procurement planning" is a strategic plan that allows planners to assess the feasibility of meeting expectations, particularly those of requesters who often anticipate their needs to be fulfilled in a shorter timeframe than what the relevant procurement process allows.

"Nepotism" is the granting of advantages, privileges, or positions to relatives and friends in a particular occupation or field, such as business, politics, science, entertainment, sports, fitness, religion, and other activities.

1.9 Organization of the Paper

The research report is divided into five chapters. The first chapter covers introductory aspects such as the background of the study, the problem statement, the research hypothesis, the aim of the study, the scope of the study, the limitations, the definition of terms, and the organization of the study. The second chapter presents a literature review that examines the theoretical, empirical, and conceptual framework, with a focus on factors that impact transparency and accountability in government procurement. Chapter three discusses the methodology, including the study description, research design, research approach, population and sample data source, data collection process, data analysis validity and reliability, and ethical considerations. Chapter four presents and analyzes the data obtained from the responses. The fifth and final chapter includes remarks, summaries, conclusions, and possible recommendations.

CHAPTER TWO

2, REVIEW OF RELATED LITERATURE

The literature review was identifying the factors affecting the transparency and accountability of government procurement practices. In this chapter, a body of relevant literature on the factors affecting the transparency and accountability of government procurement practices in different organizations has been discussed. The literature research includes the theoretical and empirical review of transparency & accountability in public procurement.

2.2 Theoretical Literature Review

The rigorous adherence to the administrative, professional, and legal standards that outline the purchase process is a control role that purchasing agencies must continue to perform (McCue & Pitzer, 2000). It's simple to see difficulties arising in adherence to the structures and regulations meant to limit flexibility since control over discretion and the power to set accountability are two major drivers of accountability. (McCue, Prier, and Swanson, 2015).

2.2.1 Principles of Public Procurement and Property Administration

The following rules must be followed while managing public property and purchasing public goods: The fundamental goal of the public procurement system is to ensure that public monies are routed in a transparent, responsible, efficient, and transparent fashion to be spent fairly while also providing departments and lower local governments with value for money. The following are the fundamental tenets for public sector procurement of goods, services, and works:

2.2.1.1 Equal Treatment/Fairness

According to the notion, dissimilar situations shouldn't be treated equally but comparable situations should be treated equally. This approach is founded on the idea of treating people fairly, not on nationality. For instance, it might be called uneven treatment if two bids from the same nation are handled differently, yet discrimination based on nationality is not the case because they both have the same nationality.

2.2.1.2 Competition

All interested providers have the opportunity to participate in public procurement and disposal options. Adequate time will be provided to bidders, contractors, or suppliers. All bidders or service providers will be assessed using the same criteria outlined in the tender document. The specifications, scope of work, or statement of work will be clear and not restrictive. Standard Specification Documents (SBDs) will be used. Consequently, competitive procedures should be the primary approach for procurement to enhance efficiency, combat corruption, and guarantee fair competition.

2.2.1.3 Integrity

Integrity in this context pertains to the proper and ethical use of funds, resources, assets, and authority for their intended official purposes and in alignment with the public's best interests. Those in charge of procurement should refrain from participating in corrupt practices or colluding with suppliers or any other parties. This principle encompasses an individual's personal sense of completeness that arises from being honest and consistently sincere in character. The principle of integrity holds significant importance in government procurement, along with other procurement principles(Komakech, 2016).

2.2.2 Public Procurement Directive and procedure

According to Article 78/2 of Proclamation No. 649/2009 of the Federal Government of Ethiopia for Procurement and Real Estate Management and Article 19, the policy was released by the Ministry of Finance and Economic Development.

2.2.2.1 Standard Bidding Document

Refers to the document created by the Agency to be used as a guide for creating bid documents for public bodies.

2.2.2.2 Duties and Responsibilities of heads of public bodies

Make sure that the procurement personnel and the leader of the procurement department in the government organization possess the required educational background and expertise in government procurement. Additionally, ensure that they adhere to strong ethical principles.

Create a procurement Advocacy Committee to oversee and approve significant procurements within the public body. This committee should consist of at least three members and operate for a maximum of three years(Finance, 2010).

2.2.2.3 Public Procurement Procedures

Public entities are required to create a procurement plan that follows the guidelines outlined in sub-article (1) of this document. The plan must be approved by the head of the public entity and shared with the appropriate departments and agencies by Hamle 30 of the Ethiopian schedule. This plan will outline the procurement needs for the upcoming budget period and include specific details as specified in the directive to be issued by the Minister.

2.2.4 Transaction cost analysis and Total cost ownership

2.2.4.1 Transaction Cost Analysis

The TCA approach analyzes business organizations from a contractual and governance perspective, aiming to reduce transaction costs by creating effective contracts or governance mechanisms. Transaction costs refer to the expenses associated with managing the system, including pre-agreement costs like drafting and negotiating, as well as post-agreement costs like monitoring and enforcing. TCA argues that the effectiveness of the system depends on the interaction between assumptions about human behavior (limited rationality and opportunism) and transaction characteristics (specificity of assets, uncertainty, and frequency).

2.2.4.2 Total cost of ownership

Total cost of ownership, commonly referred to as Whole Life Costing (WLC), is a technique for estimating an asset's entire cost throughout the course of its useful life. This covers the costs of purchasing the asset outright, ongoing maintenance, ongoing operational expenditures, and any advantages or costs related to disposing of the item once its useful life has passed. It may be thought of as the complete price of holding an asset throughout the course of its entire existence. The whole life cycle costs include all expenditures, including those related to design, building, operation, financing, depreciation, and disposal. Additionally, the total cost of ownership accounts for sometimes disregarded elements like social and environmental expenses. The value for money idea is founded on three essential components, often known as economy, efficiency, and effectiveness (Batho Pele Handbook, 2007).

Economy: Examines if certain inputs are purchased at the best possible price and timing.

Efficiency is the productiveness with which inputs are converted into outputs. Additionally, it implies that there should be a high yield at a low expense.

Effectiveness is measured by how closely the outcomes adhere to the original objectives, according to Boateng (2016). Total cost of ownership (TCO) covers predictable costs throughout an asset's existence, such as acquisition, infrastructure, operation, maintenance and repair, insurance, and residual value. It accounts for all expenditures from the asset's purchase until its disposal. (Onat *et al.*, 2022).

2.2.4 Transparency and Accountability in Public Procurement

Since it manages all purchasing operations for many divisions, purchasing is the primary task of a company. The concepts of the procurement system are used to implement the purchase process. Transparency and accountability are essential elements that guarantee excellent procurement performance. (Nyaboke&Muturi, 2017)(Wayono, Washington, and Tambo, 2018).

2.2.4.1 Accountability

Accountability is the process through which people or organizations are forced to answer to their respective publics. According to Vian and Kohler (2016), accountability refers to the processes that force institutions to respond to the constituents they are meant to serve. They claim that accountability is crucial because it ensures that relevant bodies are answerable to individuals whose lives may be impacted by their decisions or actions. Accountability may increase performance and organizational learning, decrease corruption and other wrongdoings, ensure adherence to rules and regulations, and assure conformity with standards (Kohler and Dimancesco, 2020).

Accountability: Officials involved in procurement activities have obligations and responsibilities for administration and performance. A strong procurement system should have clearly defined decision-making roles and hold procurement authorities responsible for their actions. As a result, responsibility is described as:(Komakech, 2016).

Accountability, according to Biela (2014), is the responsibility of people or supply chain organizations to clearly explain their operations, be accountable for their obligations, and

publicly publish the results. Corporate entities must inform their shareholders of their activities and responsibilities during the procurement process(Wayono, Washington and Tambo, 2018).

When openness and accountability are a part of a process, governing institutions are better positioned to serve the demands of a community. The level of accessibility to government information is known as transparency. Understanding how choices are made necessitates knowledge of the steps taken and standards employed by decision-makers. Understanding the rationale behind choices requires the sharing of the data used by policymakers and(HPR, 2017).

2.2.4.2 Transparency

The idea of giving information and access to the public and the community of bidders on the rules, regulations, policies, and procedures of procurement is known as transparency in government procurement. It is crucial that the procurement process be carried out in an open and transparent manner, with clear rules and regulations, standardized paperwork and agreements, and a just process. The methods and processes used to award and manage contracts should be known to and understood by all relevant parties. The official notification of awards to the successful bidder and the public announcement of those awards on notice boards or websites are essential components of transparent procurement decisions..(Komakech, 2016).

2.2.5 Staff Competence in Procurement

According to Armstrong and Baron (1995) Competence refers to the capacity, skill, or inherent quality of an individual that is directly linked to achieving effective or exceptional results. It encompasses practical knowledge, expertise, performance, and the conduct necessary for successful completion of tasks.(Kingdom *et al.*, 2020).

Armstrong and Baron (1995) define competency as the application of knowledge and skills, the ability to perform well, and the necessary behavior. It also refers to having adequate knowledge and skills to act in different situations (Aketch and Karanja, 2013). Russell (2004) states that a lack of knowledge in procurement can lead to serious consequences, such as code of conduct violations. Banda (2009) notes that many organizations lack employees with the necessary competence for effective procurement process management. This has resulted in significant investment in education and training (Sultana, 2012) and a need for external human resource training to improve organizational efficiency (Appiah, 2010). Saunders (1997) emphasizes the

importance of multiskilling and the development of a wide range of skills for employees. Therefore, comprehensive and continuous training and further education are necessary for all employees.

2.2.6 Complaint Handling

In Federal Proclamation (2009), and Directive (2010), the responsibilities and duties of decision-makers in procurement are extensively regulated. The head of a public entity, procurement department staff, and procurement approval committee members each have specific roles to ensure that all procurements comply with regulations and policies. Purchasing employees are involved in various tasks, such as sourcing goods and services, managing contracts, and implementing control measures. Standard operating procedures (SOPs) are necessary for the day-to-day operations of procurement. When a complaint is received, the board reviews it, informs relevant parties, considers their input, and issues a decision within 15 working days, providing reasons and available remedies. Public bodies can also file complaints against suppliers, often due to contract non-compliance, which may result in warnings or exclusion from future procurement. A well-functioning system for handling complaints and protests from suppliers, contractors, professional associations, and the public is crucial for transparency and trust in the public procurement system. According to Heizer and Render (2005), commitment and involvement of top management in quality operational practices are key factors for facility success. The proposal emphasizes continuous improvement and involves all stakeholders in ensuring quality throughout the entire process, from planning to product or service control.

2.2.7 Procurement Unit Structure

Organizations should have competent and qualified people when it comes to public procurement. In this regard, the Procurement Directive (2010) mandates that each public body make sure that the procurement team members and the director of the department have the necessary training and work experience in the industry related to the purchase. As a result, in order to conduct public procurement, every public body needs a suitable organizational structure and skilled personnel.

2.2.8 Information communication technology

By enabling access to public tenders, decreasing direct contact between procurement authorities and businesses, and increasing transparency in government procurement, information technology

may increase outreach and competition, for example through bid-rigging. Digitizing the procurement process makes it feasible to improve internal anti-corruption controls, identify integrity violations, and provide audit service trails that may assist with investigative activities. (Gebeyaw, 2017).

2.2.9 Nepotism

Nepotism is refers to the practice of showing favoritism towards acquaintances and family members, where someone in a position of authority uses their power to secure a job or favor for their loved ones, even if they are not qualified or deserving. The negative effects of nepotism are well-documented and include decreased efficiency, transparency, and accountability, leading to conflicts among colleagues and a decline in ethical standards in the public sector. Nepotism involves giving special benefits, promoting unskilled individuals or those who do not meet the necessary qualifications for a position solely based on personal interests, community ties, or relationships.

Nepotism refers to the practice of showing favoritism towards acquaintances and family members when it comes to filling official positions. This is generally considered to be a negative practice, especially in the public sector. There are several reasons why nepotism is seen as detrimental. Firstly, it can lead to a decrease in productivity and efficiency within the public sector, as individuals who are not qualified for their roles are given responsibilities. Additionally, it becomes challenging to remove incompetent employees who are connected through nepotism. Moreover, nepotism lowers ethical standards by providing unfair advantages to well-connected individuals, which can further encourage favoritism and corruption. This can manifest in behaviors such as absenteeism or the misuse of public funds. Nepotism involves using one's power and authority to secure jobs or favors for family members or friends, even if they are not deserving or qualified. The negative consequences of nepotism are well-documented and include reduced efficiency, transparency, accountability, conflicts among colleagues, and a decline in ethical standards in the public sector. The concept of nepotism encompasses granting special benefits, promoting unskilled individuals, or appointing individuals who do not meet the necessary qualifications solely based on personal interests, community ties, or relationships. (Serfraz *et al.*, 2022).

In Georgia, there is a law called Article 332 of the Criminal Code that addresses the abuse of power. This law is supposed to prevent intentional violations of the rules for hiring civil service applicants. However, in reality, this article is rarely interpreted in this manner. Transparency International Georgia has recently suggested a draft amendment to the Penal Code of Georgia in order to address nepotism more effectively. This proposed amendment includes a special provision that also includes harsh penalties for those found guilty of nepotism (Serfraz et al., 2022).

2.3 Empirical literature review

An empirical literature review has revealed that much research on the factors affecting transparency and accountability in public and private procurement no longer explores this serious issue, despite the fact that it is particularly severely affected in developing countries such as Ethiopia and Africa in general.

2.3.1 Transparency & Accountability in public procurement

2.3.1.1 Transparency

A dedicated point of contact who is totally impartial and in charge of processing complaints need to exist. The Public Procurement and Disposal of Public Assets Authority (PPDA) in Uganda has formulated regulations, given stakeholders training, and made sure that these standards are followed. However, if there are complaints, the Authority has the power to get involved in the disposal or purchase process. They can put a temporary stop to the procedure and let the Accounting Officer, who is in charge of acquisition and disposal, handle the problem. After paying the applicable facility's management charge, suppliers may appeal to the authority.

Research on transparency and accountability has been conducted, although not extensively. The Global Corruption Report (GCR) (2007) by Transparency International examined the transparency of the judiciary and emphasized the need for more efficient and transparent procurement processes. The report also highlighted the importance of confidentiality in procurement matters that do not require public knowledge. Getuno et al. (2015) conducted a survey to study the implementation of the Government Procurement and Disposal of Assets Act 2015 in Kenya and found that technology integration plays a crucial role in maintaining

transparency in the supply chain. The use of technology determines the accessibility of government data to the public (Wayono, Washington, and Tambo, 2018).

It is commonly believed that implementing various control measures enhances accountability. For instance, employees with purchasing authority should be well-versed in the control environment and receive appropriate training on the organization's policies and procedures. Pre-approvals and audits can also be used as control mechanisms. Prior to certain purchase transactions, checks may be conducted to ensure that the proposed purchases are justified with supporting documentation. Typically, higher-budget and riskier purchases require pre-approval.(McCue, Prier and Swanson, 2015).

To reduce the chances of fraud, corruption, and mishandling of public funds, it is important to maintain a certain level of transparency during the entire process of public procurement. It is crucial to make information easily accessible, involve stakeholders at important stages of procurement, and have mechanisms in place to review and resolve disputes. These measures are necessary to ensure transparency and accountability in public procurement.(Gebeyaw, 2017).

2.3.1.2 Accountability

We advise all departments to establish procedure manuals linked with their key duties that outline how procurement management processes will be carried out in order to guarantee accountability as well as consistency across departments (head offices) and their institutions. Planning, internal control, risk management, records management, and the procurement systems are essential for guaranteeing responsibility and legal compliance(Van Staden, Fourie and Holtzhausen, 2022).

2.3.2 Staff competence in procurement

Wanyonyi and Muturi (2015) The training of new employees, the collaboration among procurement staff, the knowledge of procurement law, and the use of qualified personnel in the procurement department are all factors that contribute to staff competency. Asante (2016) suggested that organizations should hire qualified individuals who are familiar with the procurement process and have clearly defined job descriptions. Luketero (2016) noted that there is a positive relationship between procurement performance and staff competence, which can be improved through teamwork, training, and hiring competent staff. Msangi (2019) found that staff

competence is important for the successful implementation of the annual procurement plan and recommended that staff have appropriate professional qualifications. Chagalima (2016) emphasized the importance of relevant procurement staff in preparing the procurement planning document (Kingdom *et al.*, 2020).

2.3.3 Complaints handling

The researcher was interested in learning if personnel in the procurement divisions had access to working computers. Only 22% of government offices lack working computers, whereas 78% do, according to the study. The study also sought to examine how the integration of IT systems affects the effectiveness of public procurement. According to the survey's findings, most participants (66%) agreed with the statement that integration makes it easy to assess important suppliers, and most (67%) said that integration also makes it easy to visit clients and pay bills. According to 70% of respondents, integration improves services. Only 10% of respondents express disagreement, whereas 15% do so. The facts support Kelly's report. (Okinyi, 2016).

2.3.4 Procurement Unit Structure

The study found that the structure of the government's procurement units had an effect on how well transparency and accountability were used.

According to the findings, the existing framework for managing the procurement process is efficient, and the procurement team has access to all they need to successfully manage it. However, the results showed that the company does not have a formal process in place to stop improper buying. Furthermore, there is a lack of accountability in the decision-making process for the procurement decisions as well as a lack of full power and independence for the procurement unit to carry out the procurement process. The results were backed up by an interview with a senior procurement specialist, who found that although the structure and responsibilities have improved compared to before the business process reengineering (BPR) was implemented; they still do not meet the required standards. Additionally, there is a shortage of appropriate office space and sufficient facilities. Consequently, procurement performance can suffer, particularly in terms of transparency and accountability (Gebeyaw, 2017).

2.3.5 Information communication technology

The purpose of the research was to evaluate how the use of ICT (Information and Communication Technology) affects the procurement performance of the Gulele Lower Town administration. The findings indicated that 74% of the participants believed that the use of ICT had an impact on government procurement performance. The Spearman correlation coefficients demonstrated a significant positive relationship between ICT usage and government procurement performance. Similarly, logistic regression analysis revealed that the use of ICT in government procurement management has a positive influence on overall procurement performance. This suggests that by further enhancing ICT usage, the likelihood of achieving high procurement performance in government increases. The study also found that the five questions related to this variable had a significant influence on both ICT usage and government procurement performance. Overall, the research highlighted that the level of automation and integration of ICT systems, such as e-procurement technology, in the procurement processes is low. Additionally, employees involved in support processes lack computer skills, and the benefits derived from ICT usage and its implementation in procurement processes are limited. These factors contribute to the poor utilization of ICT and subpar government procurement performance (Tirefa, 2019).

2.3.6 Nepotism

Nepotism is a growing issue in Pakistan and is a factor in the country's financial and economic woes. Nepotism may be seen in many facets of a nation's government, including the electoral, economic, military, executive, and judicial systems. The tragedy has stolen Pakistan's economic success, prosperity, economic development, recognition, seriousness, truthfulness, honor, and social status. The unpleasant fact of the world is that inept, unqualified authorities take control of the country's operations, which ultimately results in ruin, when it becomes extremely impossible for a country to increase transparency, honesty, legitimacy, and freedom of expression and information. As a result of this catastrophe, Pakistan has been molded far away from economic prosperity.

In 2010, a presidential decree was signed in Brazil banning nepotism at the federal level. The decree also aims to address the issue of mutual nepotism, i.e. H. Agreements between different industries or government agencies to circumvent the restrictions on nepotism (Serfraz *et al.*, 2022).

Nepotism can have positive and negative consequences. In the context of small businesses, nepotism can be advantageous as it allows for the quick hiring of individuals who are already known and familiar. This familiarity can be beneficial as it provides prior knowledge of their characteristics and productivity. Additionally, working with family members can create a strong communication network and a supportive environment within the business. However, when nepotism extends to unrelated workers, it can undermine trust and commitment towards employers. This is because employees may perceive that rewards are based on personal connections rather than merit, leading to a perception that job performance is irrelevant. Moreover, nepotism can create a divide between related and unrelated employees, resulting in decreased productivity for all workers. This can lead to a loss of confidence, loyalty, productivity, and job satisfaction among employees. In organizations where nepotism is prevalent, the professionalization of the workforce may decline, posing a threat to the stability of the institution (Serfraz et al., 2022).

Nepotism in companies has a number of detrimental repercussions, according to studies on organizational involvement by Brown (2003). These include low employee morale because workers may become demotivated if a preferred employee receives all the credit; internal sabotage because workers may be suspicious of the preferred employee's qualifications and motivations; high staff turnover because workers may be passed over for promotions and raises in favor of the boss's favorite, which could cause demotivation and potential turnover; and mistrust in the team because favoritism can result in Employee disputes also arise as a result of bias, which damages employee confidence in management and calls into question decisions made about rewards, punishments, and fairness. (Ombanda, 2018).

These unfavorable outcomes may cause employees to act in a variety of ways, including being demotivated, exerting less effort, getting irritated, or, in the worst situations, behaving disruptively. This reaction may be viewed in light of Herzberg's division of motivational elements (intrinsic and extrinsic) and Maslow's five degrees of need. Positive outcomes and high levels of motivation are only possible when there is justice and equality in the workplace, according to Adams' equality Theory of Motivation from 1965.

2.3.7 Transaction cost Analysis and Total cost ownership

2.3.7.1 Transaction cost Analysis

The expenses spent by farmers in their productive operations were included in the study's analysis of the economy's total transaction costs. Both production costs and transaction charges were included in these expenses. The average yearly cost for farmers was IDR 14,020,252.27, as shown in Table 4. Martin et al. (2010) asserted that transaction costs might affect agricultural income because they induce uncertainty. (Cost et al., 2019).

2.3.7.2 Total cost ownership

Comparing different types of fuels or vehicles, the focus of most of the selected articles was on the electrification of public transportation and the challenges it faces in transitioning to electric vehicles (Wang et al., 2014). One particular study expanded on this research by examining the monetary value of electric buses. The study compared the total life cycle costs of electric buses to those of conventional fuel buses, taking into account the cost calculation model of charging stations and battery swapping stations to estimate cumulative costs and break-even conditions. Additionally, the profitability of operating the charging infrastructure was analyzed. The findings revealed that the payback period for investments in charging infrastructure is significant. The charging method is deemed suitable for electric buses, and if the government provides electricity and battery replacement subsidies to infrastructure players, it will greatly strengthen the infrastructure economy. Through our research, we discovered that many studies emphasize the importance of adopting electric vehicles (Onat et al., 2022).

2.4 Research gap

Even though, various researchers have attempted to address some of the public procurement issues in some public organizations in the country. These include influencing factors public procurement transparency and accountability at the federal level by (Gebryhy 2017); procurement planning and implementation effectiveness in Ethiopia by Anteneh (2015); Factors Affecting Public Procurement Performance in Ethiopia by Abebe (2017), accountability, responsibility, transparency and corruption by Gizachew (2017), and how anti-corruption, transparency and accountability measures may reduce this risk by Kohler & Dimancesco (2020). However, the above researchers

did not adequately identify the impact of friends and blood relatives on transparency and accountability in government procurement in their study.

2.5 Conceptual Framework

The study developed a conceptual framework to show the relationship between the dependent variables—the adoption of transparency and accountability in government procurement practices—and the independent variables, which are the expertise of procurement employees. Nepotism, the organization of the procurement unit, the way complaints are handled, and information and communication technologies are among the dependent factors.

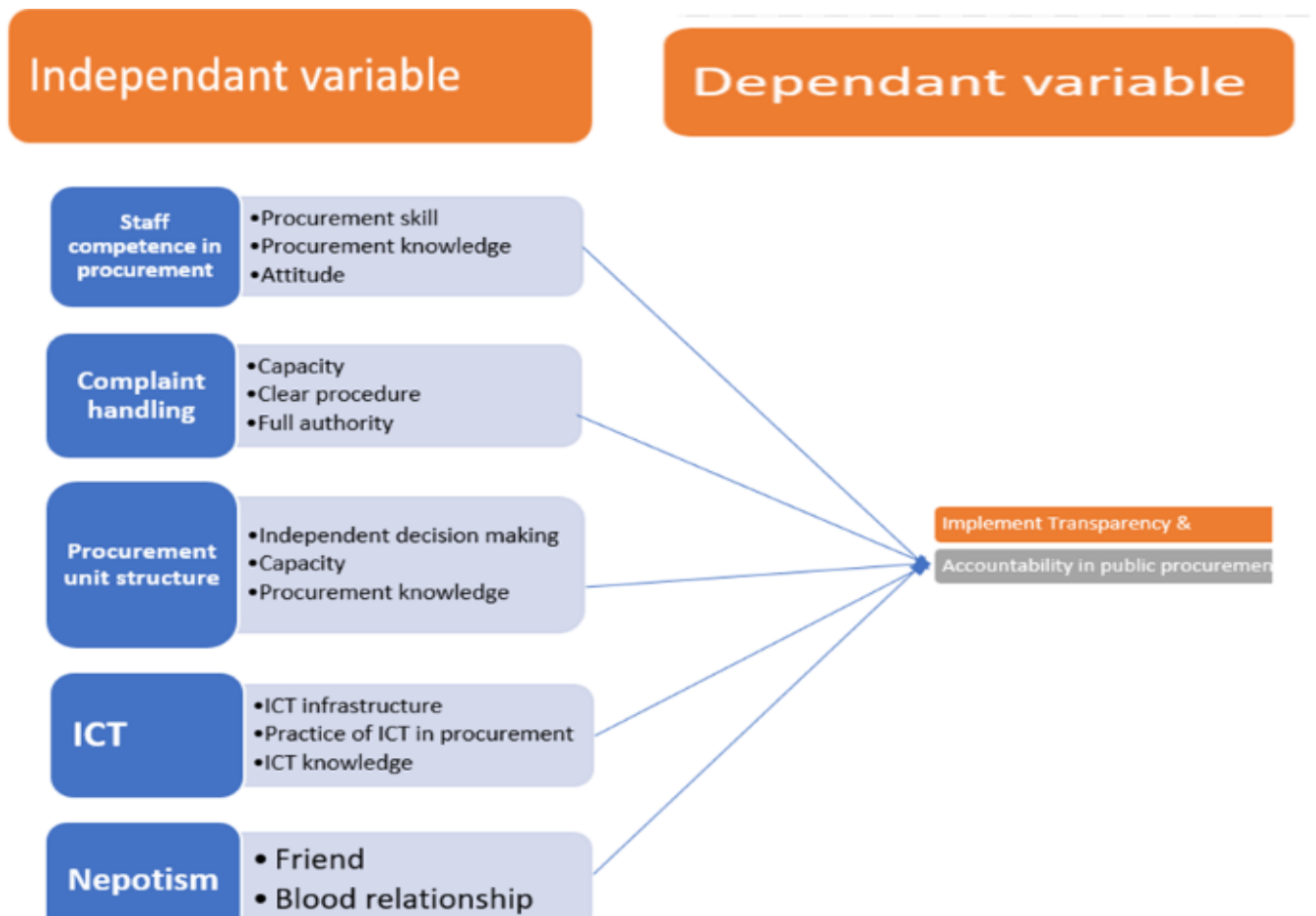


Figure 1: Source adapted from Lyrio, Mouricio (2018)

2.5.1 Description of conceptual framework

- It's clear logic that strong staff competence (skill knowledge and attitude) in procurement usually considered as one of the contributions for effectively implement transparency and accountability in public procurement.
- It's crystal clear that effective complain handling (capacity, clear procedure and full authority) mostly take as one of the tools for implement effectively transparency and accountability in public procurement.
- It's factual that clear procurement unit structure (independent decision making, capacity and procurement knowledge) highly considered as one of the impacts for implement effective transparency and accountability of public procurement.
- It's already known that ICT (ICT structure, practice of ICT structure, ICT knowledge) play great role for implement effective transparency and accountability in public procurement.
- It's known that Nepotism (friendship and blood relationship) mostly not considered as one of the contributions to implement effective transparency and accountability in public procurement.

CHAPTER THREE

3 METHOD OF THE STUDY

According to several authors, research involves the systematic use of scientific methods to solve a problem. Research methodology establishes the overall structure for obtaining results through data collection and analysis. This chapter explores the approach employed in the study to uncover new findings. It introduces the research approach, design, population, and sample, as well as the data source, type, collection process, and ethical considerations.

3.1 Description of the Study Area

The EiABC, a division of Addis Ababa University, is dedicated to educating professionals in Architecture, Urbanism, and Construction Technology and Management. It aims to meet the needs of Ethiopia by providing university-level knowledge. As a result, a researcher has been motivated to investigate the factors that influence transparency and accountability in public procurement at EiABC.

3.2 Research Approach

According to Wuegbuzie and Leech (2006), combining qualitative and quantitative approaches has various benefits, such as enriching participant experiences, ensuring reliable research instruments, maintaining treatment integrity, and enhancing the significance of findings. Therefore, this study employed a mixed-methods approach, incorporating. This approach enabled the triangulation of results, which can enhance the credibility and practicality of the study.

In quantitative research, traits are categorized, counts are made, and statistical models are developed to account for observations. However, using a self-administered questionnaire and structured interview, the qualitative technique enables the researcher to give thorough descriptions and comprehend the size and distribution of variables. Additionally, it offers an in-depth understanding of the contextual factors related to transparency and accountability in government procurement through semi-structured in-depth interviews.

3.3 Research Design

The research design refers to the overall framework that guides the researcher in addressing the research questions. It serves as a blueprint for gathering and analyzing the necessary information, and provides a plan of action for the research. In this study, a mixed research method was employed, which involved collecting and analyzing both quantitative and qualitative data. The aim was to explore, describe, and interpret the existing facts. Mixed-method designs can be categorized into sequential, concurrent, and embedded designs. In sequential designs, one type of data is collected in a first phase, followed by the collection of the other type of data in a second phase. In contrast, concurrent designs involve collecting both types of data simultaneously. In this study, Descriptive research design to describe the characteristics, behaviors, attitude, opinion or perception of a group or population being studied and dates are collected by cross sectional study i.e collecting data at a single point of time . The researcher also employed explanatory research design was used in order to focus and explain the aspects of the study in a detailed manner.

3.4 Population and Sampling

3.4.1 Sample Design

The research used a targeted sampling technique to collect data. The researcher had initially planned to use a closed-ended questionnaire and interviews, but the sampling frame was based on a list of HR department. According to Walliman (2005) and Saunders et al. (2007), purposive sampling is a non-probability sampling design that allows researchers to gather information from a sample of the population that is believed to have the most knowledge about the subject. In this case, the researcher used a targeted or evaluative sampling approach, which included finance and procurement staff, managers, human resources, technical specifications, and endorsing committee. The researcher also employed targeted sampling techniques to select respondents from staff members who were directly or indirectly involved in PPPDS in EiABC.

Therefore, I used 87 samples to obtain sufficient information on factors affecting transparency and accountability in university government procurement Addis Ababa in the case of EiABC

3.4.2 Sample Size

Garson (2012) states that the population, which is also referred to as the universe, is the collection of individuals or entities to which findings are intended to be generalized. It is crucial to clearly define the population before conducting a sample.

482 populations in the organization of EiABC from those 87 employees directly or indirectly involved in the procurement process, these are purchaser and financial staff, the human resources department, the technical specification and approval committee and managers. According to the organization's human resources department, seven managers were interviewed out of a total of 87 participant studies.

3.5 Data source and Type

The research utilized two types of data: primary and secondary data. Primary data was gathered through quantitative data collection methods such as semi-structured interviews and questionnaires. Secondary data, on the other hand, was obtained from various sources including MOFED public procurement notices, the Ethiopian National Audit Office, internet websites, books, and research papers. These sources were used to gather information on the theoretical framework of the study from journals and books.

3.6 Method of Data collection

In total, primary data was collected from 87 employees at EiABC, including human resources, managers, technical specification and approval committees, finance, and procurement staff.

Before gathering data, the researcher sends an official letter from the Department of Logistics and Supply Management at Addis Ababa University's School of commerce to the Ethiopian Institution of Architecture building in Construction. The purpose of this letter is to request permission to collect the required information from the participants involved in the research.

The researchers collected data by distributing self-administered questionnaires to employees. The questionnaires contained self-report items that ranged from 'strongly disagree' to 'strongly agree' on a 5-point Likert scale. The data was also collected through semi-structured interviews. The questionnaires were accompanied by an introductory letter from the researcher, explaining the purpose of the study. The questionnaires were distributed to employees both in paper form and

via email. Working in very senior positions. Semi-structured interviews for managers from EiABC. In order to maximize the response rate, an attempt was made to distribute the questionnaires at a time convenient for respondents and to conduct close follow-up to ensure reliable data return.

3.7 Data Analysis

The study's objectives and the characteristics of the variables in the data were taken into consideration throughout the data analysis. In this study, SPSS software (version 26) was used to test the hypotheses. Based on SPSS, both descriptive and inferential statistics were used. The goal of descriptive statistics is to meaningfully summarize and interpret quantitative data. This comprises data variability, metrics of central tendency, and frequency distribution.

The latest quantitative descriptions provide an overview of the fundamental attributes of the survey data. Content analysis serves to analyze qualitative data collected in the questionnaire and interview to draw conclusions by systematically and objectively identifying specific characteristics of information and using them to support the results from quantitative analysis. Inferential static conclusions make a comparison and determine the cause-effect relationship. Autocorrelation, normality test, Multi Collinearity Test and multiple regression analysis were used to assess the correlation b/n error terms, independent variable, the data whether normality distribute or not ,and hypothesis test respectively. The direction and degree of the positive or negative association between the two variables is measured using the multiple Spearman regression method. (Leedy et al., 2005).

3.7.1 Multiple Regression model of the study

The researchers conducted a multiple regression analysis to determine the main factors that influence transparency and accountability in government procurement. They used a 95% confidence level and considered a p-value less than 0.05 as statistically significant for all analysis results. Additionally, they used a multiple regression model to represent the mathematical equation.

$$Y= \beta_0 + \beta_1X_1+ \beta_2 X_2 + \beta_3X_3 + \beta_4X_4 +\beta_5x_5+ e$$

Where,

Y = Dependent Variable (public procurement transparency and accountability)

β_0 = a constant term.

β_1 = unstandardized regression coefficient of staff competence.

β_2 = unstandardized regression coefficient of Complain handling review.

β_3 = unstandardized regression coefficient of procurement unit structure

β_4 = unstandardized regression coefficient of ICT.

β_5 = unstandardized regression coefficient of nepotism in procurement.

e = error term.

3.8 Validity and Reliability test

3.8.1 Validity Test

Validity refers to the instrument's capability to accurately measure the intended variable. In other words, it indicates how well the instrument measures what it is supposed to measure. To ensure the validity of the articles, they were evaluated by knowledgeable experts and academics in government procurement, and relevant literature on transparency and accountability in government procurement was consulted.

3.8.2 Reliability test

Reliability refers to how consistent or dependable the measurement of a specific concept is. It assesses the level of consistency among different aspects of the same concept. When a respondent is given multiple items to measure a concept, the extent to which they rate those items in a similar manner indicates internal consistency. This consistency can be evaluated using Cronbach's alpha (α). According to George and Mallery (2003), a reliability score above 0.9 is considered excellent, above 0.8 is good, above 0.7 is acceptable, above 0.6 is questionable, above 0.5 is poor, and below 0.5 is unacceptable. In this study, Cronbach's alpha model was used with five-point Likert scales. Before conducting descriptive and inferential statistical analysis, the reliability of the data for each variable and the overall reliability for each question item were tested using Cronbach's alpha (α). From the samples who received the questioner, 16 respondent were not reply on time so that they were not included descriptive and inferential stastical analysis

Table 3.1: Reliability test (N=71)

Variables	Cronbach's Alpha (α)	Number of items
Public procurement Transparency and accountability	0.872	7
staff competence	0.794	8
Complain handing review	0.888	8
Procurement unit structure	0.754	6
ICT	0.732	6
nepotism	0.817	9
Overall	0.8095	44

Source: survey result 2023

According to the data presented in Table 3.1, the Cronbach's alpha (α) values for the study variables indicate that the overall reliability coefficient for these variables is 0.8095. This suggests that the questionnaire used in the study has a high level of reliability, as it exceeds the threshold of 0.8, which is considered good

3.9 Ethical Consideration

The research concentrated on ethical issues concerning confidentiality and privacy. Individuals who participated in the research willingly agreed to be interviewed and fill out questionnaires. It was not mandatory for them to disclose their names on the questionnaires. The participants were informed that their answers would be kept confidential and solely used for academic purposes. The responses of the participants were analyzed without any modifications. When utilizing secondary data, proper citations were included for the sources, and the authors of the secondary data were acknowledged appropriately in the research. The authors' bibliographies and reference materials were also considered.

CHAPTER FOUR

4. DATA ANALYSIS, RESULTS AND PRESENTATION

4.1 Introduction

This section of the paper examines and talks about two main sections. The first section involves a detailed analysis of the characteristics of the participants in the study. As a result, the participants were selected based on their gender, age, level of education, job position, and years of experience. The second section examines the perspectives shared by the participants regarding the factors that influence transparency and accountability in government procurement at Addis Ababa University, specifically in the case of EiABC.

4.2 Respondent rate and demographic data

4.2.1 Respondent rate

The sample size of the study was 87 respondents, but only 71 respondents participated in the study, 16 respondents were absent from the workplace for various reasons, so the response rate was 82%, which facilitated the collection of sufficient data that could be generalized to specific influencing factors Transparency and accountability in public procurement at Addis Ababa University in the case of EiABC. As this is consistent with Orodho 2009, a response rate above 50% helps collect enough data that could be generalized to represent respondents' opinions about the study problem in the target population. The collected data were analyzed with the statistical software SPSS (version 26).

4.2.2 Respondent's Demographic Data

The aim of the study was first to identify general information about transparency and accountability in public procurement that will be included in the study in terms of gender, age, educational status, position in which they have worked and years of experience in the organization.

Based on the responses received, as shown in Table 4.1, Item A and B show the gender and age distribution of the sample population of respondents, respectively. 52.1% of the respondents were male respondents. The proportion of women in this study was 47.9%. Therefore, the majority of respondents were male. In terms of age, 40.0% of the respondents fell into the age group between 26-30 and 31-40 years.

Respondents, as employees of EiABC have been working there for a diversified number of years. As shown in Table 4.1, Item C, 29 respondents (45.1%) had first degrees which dominate the sample, 21 respondents (29.6%) had college diploma, each of 8 respondents (7.0%) had second degree & above, 6 respondents (8.5%) are G.12-completed, and 7 respondents (9.9) are below grade 12 respectively.

Respondents were also asked to indicate position/title in which they are working. As depicted in Table 4.1-item D, each of 7 respondents (9.9%) were purchasers, 11 respondent (15.5%) were accountant 42 respondents (59.2%) were technical specification committee, 4 respondent (5.6%) endorsing committee, 3 respondents (4.2%) were Manager , and 4 respondent (5.6%) were HR. Respondents who had length of service 2-6 years' category made up the majority which comprised 32 of each respondent (45.1%) followed by 17 of each (23.9%) of respondents 6-10 year experience, 12 (16.9%) respondent had more than 10 years of experience and 10 (14.1) Respondents had less than two years of organizational experience. One could therefore generalize that such a relatively longer year of service might have helped respondents to have more extensive experience and a better understanding of the various issues related to transparency and accountability in government procurement in EiABC.

Table 4.1: Demographic Profile of the Respondents (N=71)

A. Gender	Frequency	Percent
Female	34	47.9
Male	37	52.1
Total	71	100
B. Age	Frequency	Percent
18-25	18	25.4
26-30	22	31.0
31-40	22	31.0
Above 40	9	12.7
Total	71	100
C. Education Status	Frequency	Percent
Below grade 12	7	9.9
G.12 completed	6	8.5
College diploma	21	29.6
First degree	32	45.1
Second degree and above	5	7.0
Total	71	100.0
D. Position/Title	Frequency	Percent
Procurement staffs	7	9.9
Accounting staffs	11	15.5
Technical committee	42	59.2
Endorsing committee	4	5.6
Manager	3	4.2
HR	4	5.6
Total	71	100.0
E. Years of Experience	Frequency	Percent
Less than 2 years	10	14.1
3-5 Years Old	32	45.1
6-10 Years Old	17	23.9
Above 10 Years	12	16.9
Total	71	100.0

(Source: Survey Result, 2023)

4.3 Data analysis and interpretation on public procurement transparency and Accountability.

The research was carried out with the primary aim of evaluating the factors that influence transparency and accountability in public procurement at Addis University in the Case Of EiABC. The sample selected organizations were asked to measure factors affecting public procurement transparency and accountability using five scale Likert scaled responses namely: strongly disagree, disagree, indifferent, agree and strongly agree.

The numbers inputted into SPSS were used to represent the weight, which allowed for the calculation of weighted averages for the scales. This was done by dividing the intervals between scale values (4 on a 5-point Likert scale) by the total number of values (5). Therefore, the period length used to calculate the weighted averages was 0.80, which was then used to determine the mean averages(Alonazi, 2019).

The categories for each result's weighted average were provided in Table 4.2 below, and the degree of agreement for each factor was calculated to interpret each result accurately

4.4 Factors affecting Public Procurement Accountability and Transparency

In this part the factors affecting transparency and accountability of public procurement in staff competence, Complaint handling review, procurement unit structure, information communication technology and nepotism were discussed below.

Table 4.2: Weighted Averages for 5-point Likert Scales			
no	Weighted Average	Response	Result Interpretation
1	[1.00-1.8)	Strongly disagree	Very un-influential
2	[1.8-2.60)	Disagree	Un influential
3	[2.6-3.4)	Neutral	Neutral/do not know
4	[3.4-4.2)	Agree	Influential
5	[4.2-5.00)	Strongly agree	Very Influential

(Source: Source: Alfarra, W.A., 2009)

According to the information in Table 4.2, the values were categorized as disagreeing if the mean score falls between 1.00 and 2.60, neutral if the mean score falls between 2.60 and 3.40, and agree if the mean score is 3.40 or higher. These classifications were used to interpret Likert scale items such as Procurement Staff Competence, Complaint Handling review, Procurement Unit Structure Information Communication technology, nepotism, and public procurement Transparency and Accountability.

4.4.1 Procurement Staff Competence

Respondents were asked to provide their views on what they believe to be the current competency of procurement staff in relation to transparency and accountability in government procurement at Addis Ababa university in the case of EiABC look like.

Table 4. 3: Procurement Staff Competence on Effect of Public Procurement transparency and accountability.

Descriptive statics			
Measurements and instruments	N	Mean	Std. Deviation
The organization hires competent staff to manage the purchasing process	71	2.12	1.059
The procurement staff has sufficient relevant professional experience	71	2.11	1.153
The procurement staff have an educational background related to procurement	71	3.14	1.302
The procurement employees are committed to ethical principles in the procurement process.	71	2.21	1.027
The organization motivates procurement staff on the basis of merit and expertise	71	2.11	0.949
The procurement staff have taken procurement training base on skill gap regularly	71	1.87	0.925
The quantity and quality of the items purchased correspond to the objectives set by the offices of the user sector	71	2.46	1.263
Aggregated Mean	71	1.84	

(Source: survey result 2023).

As we can see from the above table 4.3 it was established that majority of the respondents agreed that the procurement workers have educational background is related (3.14).

However, respondents disagreed that procurement officers are the organization that hires competent personnel to manage the purchasing process (2.17), that procurement officers have sufficient relevant work experience (2.11), and that procurement officers have committed to ethical principles in the procurement process (2.21). The organization motivates procurement staff on the basis of merit and professional skills (2.11), procurement staff has undergone regular procurement training based on skill gaps (1.87), the quantities and quality of items purchased are in line with the specified objectives of user sector bureaus (2.24). Therefore From the above result, one can conclude that the transparency and accountability of procurement staff on the impact of public procurement is very poor, since most of the questions belong to this independent variable, which is below average.

4.2.2 Complaint Handling Review

The researcher discusses numerous topics related to addressing complaints and openness and accountability in public procurement in this part, and the conclusions are illustrated. in table 4.4

Table 4.4 Complaint Handling Review on Effect of Public Procurement transparency and accountability.

Descriptive statics			
Measurements and instruments	N	Mean	Std. Deviation
The complaints submission &review procedures are official	71	2.18	1.032
Deadlines are set for filing and examining complaints and issuing decisions	71	2.38	1.061
The complaint review board has the capacity to handle complaints efficiently	71	2.2	1.202
Decisions will be made based on the available evidence presented by the parties	71	2.44	0.967
Complain handling committee deeply known the rule of civil service rule (PPA).	71	1.99	1.049

The complaint decisions Board notify decisions with on time.	71	2.14	1.099
Ready to accept complain from staffs and supplier for future corrective measures	71	1.99	1.035
Aggregated Mean	71	2.19	

Source: survey result (2023)

The complaints submission & review procedures are official (2.18), Deadlines are set for filing and examining complaints and issuing decisions (2.38), Decisions will be made based on the available evidence presented by the parties (2.31), Every problem solves in the organization by complain handling before go to court (2.44), Complain handling committee deeply known the rule of civil service or (PPA). Rule (1.99), The Complaints Decision Committee announce decisions in good time (2.14), Ready to accept complain from staff and supplier for future corrective measures (1.99), Furthermore the respondents were unsure or do not believe The Complaints Review Board has the capacity to handle complaints efficiently (2.20). Based on the outcome of the interview questions asked by the researcher, the results are supported and correspond to the most managers in the EiABC and the Complaints Directorate has its own unit within the organizational structure but there may haven't enough experts to know civil service and PPA directive.

4.2.3 Procurement unit structure

The researcher discusses a number of topics connected to the organization of the procurement unit, openness, and accountability in public procurement in this part, and the findings are provided. in table 4.5.

Table4.5: procurement unit structure on Effect Public procurement Transparency and accountability.

Descriptive Statistics			
Measurements and instruments	N	Mean	Std. Deviation
The procurement structure is sufficient to handle the procurement process.	71	2.06	1.192
The procurement staff has sufficient capacity to properly handle the procurement process.	71	2.20	1.055

The procurement decision generating is based on transparent condition.	71	2.17	1.23
The duties of the procurement unit are specified for the procurement process.	71	3.03	1.341
The procurement unit has full authority and independence for the procurement process.	71	3.48	1.372
Provision of the demanded quantity in the acceptance range& time.	71	2.18	1.086
Procurement unit follow standard of procurement procedure.	71	3.54	1.285
There are Enough number and quality procurement staffs.	71	1.27	1.121
Valid N		2.49	

Source: owned survey :2023

The table above shows that the respondents agreed that Procurement unit follow standard of procurement procedure (3.54), the procurement unit has full authority and independence for the procurement process (3.48).

However Respondents disagreed that the procurement structure is sufficient to handle the procurement process (2.06), that the procurement staff has sufficient capacity to handle the procurement process properly (2.20),the procurement decision is based on transparent criteria (2.17), Provision of the demanded quantity in the acceptance range& time (2.18), In addition, the respondents were unsure or did not know whether the responsibilities of the purchasing unit for the procurement process are clearly defined (3.03). The average mean of the procurement unit structure is 2.49, This shows that most respondents disagree on the components of the procurement unit structure that could affect transparency and accountability in government procurement.

4.2.4 Information communication technology

The researcher discusses a number of topics in this part that are connected to information and communication technologies, as well as transparency and accountability in government procurement. The results are presented in a table 4.5.

Table 4.5: ICT on Effect Public procurement Transparency and accountability (71).

Descriptive Statistics			
Measurements and instruments	N	Mean	Std. Deviation
Every purchase pass through IFMIS system or ICT	71	2.46	1.24
The purchasers have gotten information about supplier &FPPA agreement by website.	71	2.18	1.13
The supplier list on the FPPA website disclose capacity suppliers	71	2.34	1.08
The tender documents are published on websites before it is bought by supplier.	71	2.45	1.12
There is an up-to-date information for the procurement document on the FPPA website	71	2.20	1.05
communication effectiveness	71	2.15	1.14
Valid N	71	2.30	1.13

(Source: owned survey result 2023)

From the above table the respondents disagreed that every purchase passes through information communication technology (IFMIS) system (2.46), the purchasers have gotten information about supplier &FPPA agreement by website (2.18), The supplier list on the FPPA website disclose capacity suppliers. (2.34),The tender documents are published on websites before it is bought by supplier (2.45), There is an up to date information for the procurement document on the FPPA website (2.20), and communication effectiveness (2.15). Thus, the aggregated mean ($\bar{X}=2.30$) indicated that the organizations practice regarding to Information communication Technology overall not good so the organization should work on that improve use information communication technology.

4.2.5 Nepotism

In this section, the researcher presents different aspects related to nepotism and transparency and accountability in public procurement and the results are presented in table 4.6.

Table 4. 6 Nepotism on Effect Public procurement Transparency and accountability.

Descriptive statics

Measurements and instruments	N	Mean	Std. Deviation
The procurement staffs haven't been assigned in position based on their performance	71	3.65	1.374
There is blood relationship exist in your organization	71	3.45	1.329
There is favoritism in your organization	71	3.49	1.206
You agree that majority of workers come here from same Area or woreda.	71	3.44	1.273
The procurement staffs have not been assigned in their position based on educational work experience.	71	3.52	1.286
your friends or relatives introduced you about the job when just you joined in this institution	71	3.65	1.208
Ur friend or relative workers in this organization or in AAU told you this vacancy announcement	71	3.75	1.264
Valid N	71	3.58	

Source: owned result (2023)

From the above table the respondents agreed that The procure staff aren't assigned in their position based on their performance (3.65), There are blood relationship workers exist in ur organization (3.45), There is favoritism in ur organization (3.49), You agree that majority of workers come here from same Area (3.44), The procurement staff have not been assigned in their position based on educational work experience (3.52), your friends or relatives introduce you about the job when you join in this institution (3.65), and Your friend or relative told you this vacancy announcement (3.75)

The cumulative mean ($\bar{X}=3.58$) show that the organizations practice regarding to nepotism is overall high. Since the response of the respondents inclined to being indifferent for the question related to the nepotism of increase the number friend ship or relative work in this organization hence the organization improve the way of control mechanism of hire based relatives or friendship.

4.2.7 Transparency and accountability in public procurement

In this section, the researcher presents different aspects related to transparency and accountability in public procurement and the results are presented in table 4.7

Table 4.7: perception of respondent on public procurement Transparency and accountability

	N	Mean	Std. Deviation
Every activity of the procurement is transparency.	71	2.39	1.12
The manager takes right decision when interest of conflict happen b/n staffs	71	2.41	1.09
Right people assign right position	71	2.61	1.21
The auditor checks financial transaction of procurement at least twice per year	71	2.38	1.08
The promotion of the organization is transparency & openness	71	2.42	1.18
The procurement decision is based on transparent criteria	71	2.15	1.19
The organization (EiABC) makes conformity assessment.	71	2.25	1.04
The organization has a system of accountability in procurement decision-making	71	2.34	1.19
Valid N	71	2.3	

(Source: owned result 2023)

Eight different elements that affected public procurement openness and accountability were discovered, graded, and examined based on the aforementioned table. The following table 4.8 shows that the low mean has the biggest impact on public procurement accountability and transparency. EiABC.

Table 4.8 :Public procurement transparency and accountability summary (N=71)

Transparency and accountability in public procurement	Grand Mean
Staff competence in procurement	1.84
Complaint handling review	2.19
Procurement unit structure	2.49
ICT	2.30
nepotism	3.58
Transparency and accountability in public procurement	2.30
Over all mean	2.45

(Source: Survey data 2023)

As shown in the above descriptive statistics table, Public procurement transparency and accountability the staff competency average mean value of 1.84, the complaint handling mean value of 2.19, the organization procurement structure mean of 2.49, usage of information communication technology average value at 2.30, the overall agree mean value of nepotism 3.58 and the transparency and accountability public procurement mean value of 2.35. Thus, from the result above, one can conclude that the transparency and accountability of public procurement in the organization is very poor because, Staff competence in procurement, Complaint handling review, Procurement unit, ICT, structure and Transparency and accountability which are below average point, even though the average mean of nepotism above the average mean of 3.58, opposite to transparency and accountability.

4.3 Tests and Statistical Analysis

In this research, the investigator examined the use of different significance tests for normality and multicollinearity in order to assess the accuracy of the data. The data was organized to group questions related to relevant concepts in the test. Ultimately, standard multiple regression analysis and ANOVA were conducted

4.3.1 Normality Test

The normal distribution is a fundamental assumption for statistical analysis and structural equation modeling (Hair Jr et al., 2010). Normality refers to the shape of the data distribution for individual scale variables and its similarity to the normal distribution used in statistical methods (Hair Jr et al., 2010). Skewness and kurtosis are statistical methods used to check for normality (Hair Jr et al., 2010; Kline, 2011; Tabachnick & Fidell, 2013). However, deviations from normality in skewness and kurtosis are often not significant when the sample size is over 200 (Tabachnick & Fidell, 2013). Kline (2011) argues that skewness values greater than 3 and kurtosis values greater than 10 may indicate a problem, with values over 20 indicating a more serious problem. Therefore, it is recommended that skewness values should be less than 3 and kurtosis values should be less than 10. In this study, all elements have skewness and kurtosis values within the acceptable ranges of less than 3 and less than 10, respectively (Aminu, 2014)

Table 4.9: Normality distribution

Skewness and kurtosis							
		staff competenc y mean	complain handling review mean	procureme nt unit structure mean	Nepotism mean	transparency and accountabilit y mean	ICT mean
N	Valid	71	71	71	71	71	71
	Missing	0	0	0	0	0	0
Skewness		1.462	1.400	.925	-1.452	1.343	1.646
Std. Error of Skewness		.285	.285	.285	.285	.285	.285
Kurtosis		1.294	.705	.184	.600	.524	1.646
Std. Error of Kurtosis		.563	.563	.563	.563	.563	.563

Source :(survey result 2023)

The outcome in table 4.9 above reveal that the Normality distribution has normal since based on the above researcher sit standard value of skewness and Kurtosis, Thus the skewness and kurtosis test results of the data is inside the appropriate range i.e. B/n -2 to +2 and -7 to +7 respectively.

4.3.2 Multi Collinearity Test

The presence of multi-collinearity among the independent variables was tested to see if the assumptions for the regression analysis were satisfied. Mendard (1995) defined acceptable tolerance as a tolerance value larger than 0.2 and a VIF (Variance Inflation Factor) value less than 10 (Myers, 1990). Because all tolerance values are greater than 0.2 and all VIF values are less than 10, the findings in Table 10 show that there is no substantial issue of collinearity among the independent variables. (VIF<10) (variance inflation factor).

Table 4.10: Multi Collinearity Test of independent variables (N=71)

Model	Collinearity Statistics	
	Tolerance	VIF
constant		
Staff competency	.319	3.313

Complain handling review	.286	3.491
Procurement unit structure	.531	1.883
ICT	376	2.656
Nepotism	.876	1.142

Source: survey result, 2023

The outcome in table 4.10 above shows that collinearity between independent variables does not pose a serious multicollinearity problem since the tolerance value for all independent variables is greater than 0.2 and all VIF are less than ten ($VIF < 10$). Therefore, the assumption for the regression analysis is fulfilled.

4.3.3 Regression analysis

Table 4.11 Results of Regression Analysis Model Summary (N=71)

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.886 ^a	.786	.769	.39013	2.278

According to Table 4.11's model summary for multiple linear regression analysis, the model's R-value was 0.886, indicating the model had the strongest link between the independent and dependent variables. The regression model's of Adjusted R² value was 0.769, showing that staff competency, complaint processing verification, procurement structure, information and communication technology, and nepotism are responsible for 76.9% of the variance in openness and accountability in government procurement. The remaining 23.1% of variance in transparency and accountability was not accounted by staff competency, complaint handling review, procurement structure, information communication technology and Nepotism or by explained by other diminution.

4.3.3.1 Multiple regression

A class of statistics known as multiple regression is used to look into the relationship between a group of predictors and a dependent (or criterion) variable. According to Plonsky and Ghanbar

(2018), this approach may be used with a range of study contexts and data architectures.

Standard multiples are one of three primary categories of multiple regression approaches, Regression, statistical (stepwise) regression, and hierarchical regression (Ho, 2006). Standard multiple regression techniques were used in this investigation, ensuring the independence of every trial. One variable at a time is introduced into the regression equation. There is no upper limit on the model's R-squared value for accepting or rejecting a regression model, claim William and Barry (2010). As a consequence, a regression model is developed and the regression analysis's findings are analyzed Each and every reliant variable.

This study used multiple regression analysis to investigate the impact of independence. Elements affecting public procurement transparency and accountability, such as nepotism and the ability of the workers managing complaints in the procurement unit. of This multiple regression analysis was performed in order to look at the components' immediate impact. Affects the openness and accountability of public procurement.

In order to investigate the impact of independent factors on procurement transparency and accountability, multiple linear regression was done. The results are presented in this section.

4.3.4 Stepwise Multiple Regression Analysis: ANOVA

As shown in Table 4.12, the p-value is 0.000, which is below the threshold of 0.05. When the F-ratio is high and the probability is less than 0.05, it is considered statistically significant (Saunders, 2012). Therefore, the F-statistic for each independent variable is 47.711, indicating a strong fit for the overall model and significance at $p < 0.05$.

Table 4.12: Stepwise Multiple Regression Analysis: ANOVA

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.309	5	7.262	47.711	.000 ^b
	Residual	9.893	65	.152		
	Total	46.202	70			
a. Dependent Variable: over all transparency and accountability mean						
b. Predictors: (Constant), over all mean of ICT, over all Nepotism mean, over all procurement unit structure mean, over all complain handling review mean, over all staff competency mean						

Source: owned result 2023

The ANOVA table (Table 4.12) provides information on whether the multiple regression model is statistically significant or not. While R² only measures the explained variation of Y in relation to the predictor Xs and does not test for statistical significance, the f-ratio is used to determine if R² could have occurred by chance. Essentially, the f-ratio in the ANOVA table evaluates the probability of a random deviation from a straight line. Based on the ANOVA table results, the model is statistically significant when including staff competency, complaint handling review, procurement unit structure, ICT, procedure, procurement staff competency, and Nepotism (F=47.711, p<0.001), indicating that the overall equation is statistically significant

4.3.5 Stepwise Multiple Regression Analysis: Results of Coefficient

As reported by Harvey, K.L. (2009) found that If the P-value is below 0.05 (or 0.01, 0.0001, etc.), it means that the variable has a significant and distinct impact on predicting the dependent variable. On the other hand, if the P-value is above 0.05, it can be concluded that this variable does not have a significant and clear impact on predicting the dependent variable. This lack of significance may be due to the variable overlapping with other independent variables in the model. The standardized regression coefficient (beta) is an estimated coefficient that represents the strength of the relationship between an independent variable and a dependent variable. It is expressed on a standardized scale, with higher absolute values indicating stronger relationships. The range of the standardized (Edossa, 2019).

Table 4.13: Stepwise Multiple Regression Analysis: Results of Coefficient (N=71)

Model	Coefficients ^a				Sig.
	Unstandardized Coefficients		Standardized Coefficients	t	
	B	Std. Error	Beta		
(Constant)	0.39	0.38		1.026	0.00
overall staff competencies mean	0.142	0.148	0.134	0.96	.042
overall complain handling review mean	0.443	0.11	0.439	4.019	.001
overall procurement unit structure mean	0.139	0.107	0.135	1.303	.000

overall Nepotism mean	-0.05	0.06	-0.064	-0.82	.012
overall mean of ICT	0.193	0.15	0.196	1.28	.039
a. Dependent Variable: over all transparency and accountability mean					

Source: Model output, 2023

The multiple regression equation

$$Y(\text{PPTA}) = 0.390 + 0.134\text{PSC} + 0.439\text{PCHR} + 0.135\text{PPUS} + 0.196\text{ICT} - 0.064\text{NEPO} + .512$$

Where PPTA=public procurement Transparency and accountability

PSC= public staff competency

PCHR= procurement complain handling review

PUS= procurement unit structure

ICT= information communication technology

NEPO= Nepotism

Based on Table 4.13, the regression equation of the research model using (standardized) coefficients takes the following form. The regression equation is interpreted in the following paragraphs. Five variables included in the model were found to have a significant impact on transparency and accountability in government procurement. These are procurement staff competence, review of procurement complaints handling, ICT, procurement unit structure and nepotism. The interpretation takes place in the following paragraphs.

In line with procurement staff competency, Table 4.13 shows that this variable has positive and significant effect ($\beta=0.134$, $p<0.05$) on procurement transparency and accountability. The result of the beta coefficient indicates that a procurement staff increase by one increase and if other variable become constant then the public procurement of transparency and accountability increase by 13.4%.

According to the results of Table 4.14, procurement complains handling review has positive and significant effect on transparency and accountability of procurement. The results of the regression coefficient ($\beta =0.439$, $p <0.05$) shows that procurement handling increase by one and if other variable remain constant then the public procurement of transparency and accountability increase by 43.9%.

In line with procurement unit structure, Table 4.12 indicate that this variable has positive and significant effect (β 0.135, $p < 0.05$) on procurement transparency and accountability. The result of beta coefficient indicates that a procurement unit structure increase by one and if other variable remains constant then the public procurement of transparency and accountability increase by 13.5%.

Based on the result of Table 4.13, indicate information communication technology has positive and significant effect ($\beta = 0.196, p < 0.05$) on transparency and accountability of procurement. The result of beta coefficient indicate that information communication technology increase by one and if other variable remain constant then the public procurement transparency and accountability increase by 19.6%.

According to the result of table 4.41 indicate nepotism has negative and significant effect ($\beta = -0.064, p < 0.05$) on public procurement of transparency and accountability. The result of beta coefficient indicates that nepotism increase by one and if other variable remain constant then the public procurement of transparency and accountability of decrease by 6.4%.

4.4 Hypothesis testing

This section analyzed the hypotheses proposed in this study regarding factors affecting transparency and accountability of public procurement at Addis Ababa University in the case of public procurement EiABC.

According to weiers (2008) states that the null hypothesis should only be rejected if the p value is smaller than the particular threshold of significance (α).

The null hypothesis is rejected based on the hypothesis result of the public procurement components that are displayed above in table 4.12 ANOVA Table and table 4.13 regression standardized coefficients since all alternative hypotheses have p values less than 0.05. As a consequence, all alternative hypotheses are accepted because the regression analysis decided to accept of them. Therefore, procurement staff competency, complain handling, procurement unit structure, ICT and Nepotism all have a good link with public procurement transparency and accountability. Table 4.14 displays the significant level and impact of each independent variable

on the dependent variable. As a result, the following is a summary of the theories put out in this paper.

Table 4.14: Summary of Hypothesis Testing (N=71)

No	Hypothesis test	Result
1	H01: procurement Staff competence has no significant effect on Public procurement transparency and accountability at EiABC.	Reject
	Ha1: The competence of procurement staff has a significant impact on transparency and accountability in government procurement at EiABC.	Accept
2	Ho2: The complaints handling mechanism does not have a significant impact on transparency and accountability in public procurement at EiABC.	Reject
	Ha2: Complaint handling mechanism has no significant effect on public procurement transparency and accountability at EiABC.	Accept
3	Ho3: procurement unit structure has no significant effect on public procurement transparency and accountability at EiABC.	Reject
	Ha3: procurement unit structure has a significant effect on public procurement transparency and accountability at EiABC.	Accept
4	Ho4: Information and communication technology has no significant impact on transparency and accountability in public procurement at EiABC	Reject
	Ha4: Information and communication technology has a significant impact on transparency and accountability in public procurement at EiABC.	accept
5	Ho3: procurement unit structure has no significant effect on public procurement transparency and accountability at EiABC.	Reject
	Ha3: procurement unit structure has a significant effect on public procurement transparency and accountability at EiABC.	Accept
6	Ho4: Nepotism has no significant effect on public procurement transparency and accountability at EiABC.	reject

Ha4: Nepotism has a significant effect on public procurement transparency and accountability at EiABC.	Accept
--	--------

Source: survey data 2023

4.5 Responses to Interview Questions

Reply collected from Managers.

The first question which was asked to the interviewer was “ *what are the major factors have been affect transparency and accountability of public procurement in ur organization*” other factors affecting accountability and transparency in our organization are lack of enforcement of procurement law, inadequate procurement knowledge and ,low salary and high turnover of procurement staffs are other factors affect public procurement transparency and accountability.

The second question which was asked to the interviewer was “*What are the factor affect public procurement accountability and transparency with respect to complaint handling*” one of the main cause of complaint is conflict of interest in the organization, the low capacity of complaint handling review board , the complaint handling review board not give attention when the complaint is gotten, as you know most of procure conduct direct procurement by framework agreement with supplier and PPAA, when the staffs notify for complain handling board, anti-corruption committee members and PPAA not respond or take immediate action for control complain so that the staffs are not notify the complaint for the concerned bodies.

“Do u satisfy when the purchasers who have brought the needs for Ur organization?

Explain the reason” No since I think technical specification committee not tightly work with procurement unit, inadequate procurement knowledge of procurement department, conflict of interest and low quality control mechanism.

CHAPTER 5

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

This section provided an overview of the key discoveries, conclusions, and suggestions. It began with a summary of the main findings from both the quantitative and qualitative analyses, followed by a final presentation. Lastly, recommendations were provided to address the gaps identified in the study.

5.1. Summary of Major Findings

The results were noted earlier in Chapter 4, and based on these results, The study found that out of 71 respondents, the respondents are male and female almost the same, and as investigation of the normality distribution outcome according to the scholar is good.

The first objective of the study was to assess the factor affecting public procurement transparency and accountability at AAU in the case of EiABC can be concluded that:

As per the descriptive statistics the result, Procurement Staff Competence score aggregated mean of 1.84. This show that in EiABC the procurement staff competency weak so it is difficult to bring Effective Public Procurement transparency and accountability.

The complaint handling review have score an aggregate mean 2.19. This display that the complaint handling board has less capacity for control complaint of the staff , the suppliers and the interviewer support the quantitative results, so that there are very less public procurement transparency and accountability in the organization.

The aggregate mean of procurement unit structure in the organization 2.49.This disclose that the procurement unit of the organization not good so that weak public procurement transparency and accountability in EiABC.

As the result of the aggregate mean of ICT in descriptive statics is 2.30. This show that EiABC has less use ICT for public procurement practice so that the organization has very less transparency and accountability in public procurement.

Moreover the aggregate mean of Nepotism is 3.58 and its regression value of sign is negative .This show that the nepotism value become large and larger the transparency and accountability become very smaller and smaller, hence nepotism negatively impact on public procurement transparency and accountability in EiABC.

Lastly the aggregate mean of perception of respondent on public procurement Transparency and accountability is 2.30 which means the organization has less transparency and accountability in public procurement.

As per the result of the regression analysis of standardize coefficient of staff competency, complain handling procurement unit structure, ICT and nepotism is ($\beta=.134$), ($\beta=.439$), ($\beta=.135$), ($\beta=.196$), ($\beta=-.064$) respectively except nepotism has positive relationship and statistically significant relationship with public procurement transparency and accountability.

The adjusted regression model's R² value is 0.769, indicating that 76.9% of the variation in transparency and accountability of government procurement can be explained by factors such as procurement staff competence, complaint handling verification, procurement unit structure, and ICT and nepotism staff. The remaining 23.1% of the variation in procurement transparency and accountability is not accounted for by these factors.

The normality assumption is a significant diagnostic test used to determine if a dataset follows a normal distribution. According to Hair Jr et al. (2010), Kline (2011), and Tabachnick & Fidell (2013), a data set is considered normally distributed if the Absolut value of skewness and kurtosis are less than or equal to 3 and 10, respectively. In Table 4.9, the survey data shows a skewness of 0.563 and a kurtosis of 1.385, indicating that the collected data is normal.

Regarding to hypothesis, the finding of regression analysis indicated that the alternative hypothesis which states staff competency, complain handling, procurement unit structure, ICT and nepotism have significant effect on transparency and accountability and was accepted whereas the null hypothesis was rejected.

5.2 conclusions

The overall aim of this study is to assess the factors affecting transparency and accountability in public procurement at Addis Ababa University in the case of EiABC. The following conclusion is made on the basis of the analysis and presentation of procurement staff competence, complaint handling, procurement unit structure, information communication technology and nepotism practices in EiABC have been assessed.

5.2.1 Procurement Staff Competence

Even though the organization procurement workers have educational background is related to procurement, the findings showed that the organization has not been to hire competent staff to control the purchasing process, The procurement staff hasn't strong enough related work experience, Procurement staffs are not committed to ethical principle in procurement process, The organization isn't motivates the procurement staff based on merit and professional skill , The procurement staff have not taken procurement training base on skill gap regularly and The quantities & quality of purchased items are not meet predetermined objective of user sector offices.

This finding was related with Detsa Delebo (2021) the study discovered that the skills and abilities of procurement staff have an impact on the transparency and accountability of both the procurement unit and the entire ministry. In simpler terms, the research shows that experienced staff members perform their duties professionally and minimize resource wastage.

5.2.2 Complaint Handling

The research aimed to investigate how Complaint Handling impacts the successful implementation of transparency and accountability in public procurement, using the case of EiABC.

The research discovered that the procedures for submitting and reviewing complaints are not formalized. There are no specified timelines for submitting and reviewing complaints or issuing decisions. The complaint review board lacks the ability to handle complaints efficiently. Decisions are not made based on the evidence provided by the parties or staff members. The complaint handling committee has a limited understanding of civil service rules or PPA directives. Additionally, the complaint decisions board does not promptly communicate its decisions.

But the findings of Gebeyhu (2017) contradict with my study by The submission and review of complaints, as well as the issuance of decisions, have designated time frames. The procedures for submitting and reviewing complaints are clearly communicated to the public.

5.2.3 Procurement Unit Structure

The research discovered that in order to assess the impact of the structure of the Procurement Unit

on the successful implementation of transparency and accountability in public procurement at EiABC, certain findings were made.

The procurement unit has complete control and independence over the procurement process, and its duties for it are well defined. and also Procurement unit follow standard of procurement procedure. However the result showed that Procurement structure isn't enough to handle the procurement process since there is no available number of workers, The procurement decision-making is based on transparent criteria, and the provision of the requested amount isn't within the acceptable range or time. However, the procurement personnel lacks the necessary competence to manage the procurement process efficiently. According to a manger of procurement and finance ,team leader, managers of EiABC interview reveal that, it was found that the lack of suitable office space, low salaries, experienced purchasers resigning, and inadequate facilities can have a negative impact on procurement performance, particularly in terms of transparency and accountability

5.3.4 Information Communication Technology

The researchers have discovered that there is a strong connection between the effectiveness of ICT procurement and the level of integration in the public procurement process. It was found that an integrated process is more efficient compared to a manual. Additionally, the studies revealed that incorporating ICT within public institutions enhances customer service delivery, making it easier and more effective.

Usage of ICT properly increase the transparency and accountability and decrease interaction of supplier and decrease corruption , but the finding show that purchasing isn't passes through IFMIS system or ICT, the purchasers have not gotten information about supplier &FPPA agreement by website, The FPPA website does not display the supplier list, potential suppliers are not shown, the tender documents are not made available on the website before suppliers purchase them, there is a lack of up-to-date information on procurement documents on the FPPA website, and there is little or no communication using information technology.

5.3.4 Nepotism

The research aimed to investigate how nepotism impacts the successful implementation of

transparency and accountability in public procurement at EiABC

The respondent agree that the procurement staff haven't been assigned in position based on their performance, there are blood relationship exist in our organization, there are favoritism in ur organization, majority of workers come here from same Area or worda, the procurement staffs have not been assigned in their position based on educational work experience, there have been or friend in the organization before they join.

This finding related with Serfraz (2022) and (Ombanda, 2018) i.e nepotism behavior, negatively impacts the Social and ethical values of a country and behavior negatively impacts the economic development of a country.

5.3.5 Transparency and accountability

There exist transparency and accountability very important in any organization for protect corruption and increase efficiency and effectiveness of the country however the finding show that every activity of the procurement isn't transparency, the manager isn't take right decision when interest of conflict happen b/n staffs, right person isn't assign right position, the auditor isn't check financial transaction of procurement at least twice per year, the procurement decision isn't conduct based on transparent criteria, the organization (EiABC) isn't makes conformity assessment, there is no accountability system in the organization in the procurement decision making.

5.3. Recommendations

Based on the main findings and conclusion, the following recommendations are proposed to enhance transparency and accountability in public procurement within the study area.

- Procurement staff competency was found to be a significant factor that has an effect on public procurement. Therefore, the procurement staff competency knowledge gap fills by continues training, by increment the salary and keep their benefit to minimize well experienced resign from the organization and increase procurement staff more committee to keep procurement ethical principle.
- The organization should enhance the capacity of the Complain handling review board since the staffs and the supplier motivate notify the corruption thus increase transparency and accountability in public procurement in the organization.
- Information communication technology is found to be significant factor affect the public procurement transparency and accountability, thus the study recommends that the company should

enhance the utilization of e- procurement to minimize the interaction of supplier and procurement unit in order increase transparency and accountability in public procurement .

- The competence of procurement staff is essential for the success of organizations. Managing the procurement process effectively is crucial for achieving good performance in procurement. Skilled and experienced professionals should be responsible for planning and implementing the procurement process to maintain high standards and achieve excellent results in public procurement

- Nepotism is found to be a significant factor that affect the organization transparency and accountability; therefore the management decide the Recruitment question of hand writing and interview make out of the organization and the using electronic system.

There are both internal and external control systems in operation. According to regulations, every public organization has set up an internal audit and inspection department to oversee internal control through audits and monitoring of corrective measures. Similarly, there is an external audit mechanism at the federal and regional levels, with an independent audit body answerable to the highest legislative authority of PPA

5.4 Suggestion for Further Study

This investigation specifically conduct at EIABC. Therefore, the researcher suggests that future studies should include all other federal and regional procurement service provider offices in Ethiopia.

The research is limited in scope to five factors, which account for approximately 76.9% of the factors that influence public procurement transparency and accountability in the case of EiABC, This means that 23.1% is attributed to other factors i.e budget release time and others that were not considered or examined in this study. The study focused only on five specific attributes of public procurement transparency and accountability, measured by a limited number of variables. It is recommended that further research be conducted on other factors that affect transparency and accountability.

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**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND
ECONOMICS, SCHOOL OF COMMERCE
DEPARTMENT OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

Appendix A: Questionnaire

Dear Participant,

This is Sofoneyas Wassie, currently I am conducting a Research titled “*factor affecting public procurement transparency and accountability at AAU in the case EiABC*” To fulfill the requirements for a Master of Arts degree in Logistics and Supply Chain Management from the School of Commerce at Addis Ababa University, this questionnaire is being conducted. The responses provided will be treated as confidential and will not be utilized for any other purposes. Your name is not required, so please answer the questions openly. Thank you in advance for your cooperation and honesty

Your sincerely,

INSTRUCTIONS

1. To ensure that the research results are comprehensive, trustworthy, and beneficial, please carefully and truthfully answer each question in the questionnaire.
2. Your responses was kept strictly confidential, and the data gathered from this study will only be used for academic purposes and presented in a summarized form.
3. If there are multiple answer choices, please mark (✓) the appropriate option. If you have any inquiries or concerns, please reach out to me by Tel. +251911005560 Email:

sofonyasw@gmail.com

PART 1: General Information

This section intends to gather general information on the background of the respondent and the organization.

1. Gender:

- A. Female B. Male

2. Age:

- A. 18-25 years B. 26-30 years
 C. 31-40 years D. above 40 years

3. Educational Qualification:

- A. Below grade 12 B. Grade 12 completed
 C. College Diploma D. First Degree E. Second Degree & above

4. work Experience

- A) Below 2year B) from 2-6 years
 C) from 6-10 year D) above 10 year

5. Your department/work unit:

- A. Procurement B. finance C. Technical qualification committee
 D. HR E. Managers'

PART 2: General Questions

SECTION 1: Factor related to procurement staff competence in procurement

Objective of the study: To determine the factor affect public procurement transparency & accountability related to procurement staff competency.

Rank	Strongly disagree	disagree	Don't know	agree	Strongly agree
	1	2	3	4	5
<p>Kindly indicate your level agreement to the item by putting a tick mark (√) in the boxes provide .a scale of 1-5 is used to respond to the question where</p>					
N	Categories			Levels of rating	

0		1	2	3	4	5
1	The organization hire competent staff to control the purchasing process					
2	The procurement team has sufficient experience in relevant work.					
3	The procurement workers have educational background is related to procurement					
4	Procurement staffs are committed to ethical principle in procurement process.					
5	The procurement staff is encouraged and rewarded by the organization based on their abilities and expertise.					
6	The purchased item meets the quality standards as specified.					
7	The procurement staff have taken procurement training base on skill gap regularly					
8	The user sector offices have achieved their predetermined objective by purchasing the desired quantities and quality of items..					

Section 2: FACTORS RELATED TO COMPLAINT HANDLING REVIEW

The objective of the Question: to assess the factors affecting public procurement accountability & transparency related to complaint handling review

P/s indicate your level of agreement by putting (√) on each row

Rank	Strongly disagree	disagree	Don't know	agree	Strongly agree	
	1	2	3	4	5	
Please indicate your agreement level with the item by placing a check mark (√) in the provided boxes. Use a scale of 1-5 to respond to the question						
N o	Categories	Levels of rating				
		1	2	3	4	5
1	The complaints submission & &review					

	procedures are official					
2	There are specific time frames for submitting and reviewing complaints and making decisions.					
3	The complaint review board has the capacity to handle complaints efficiently					
4	Decisions are made based on the evidence provided by the parties involved.					
5	Complain handling committee deeply known the rule of civil service rule (PPA).					
6	The complaint decision board ensures that decisions are communicated promptly					
7	Every problem solves in the organization by complain handling bored before go to court or head office.					
8	Ready to accept complain from staffs and supplier for future corrective measures					

SECTION3:FACTOR.S RELATED TO PROCUREMENT UNIT STRUCTURE

Objective of the study: To assess the factors affecting public procurement accountability and transparency related to procurement unit structure.....

Rank	Strongly disagree	disagree	Don't know	agree	Strongly agree
	1	2	3	4	5

Please indicate your agreement level with the item by placing a check mark (√) in the provided boxes. Use a scale of 1-5 to respond to the question

No	Categories	Levels of rating				
		1	2	3	4	5
1	The procurement process can be adequately managed by the existing procurement structure.					
2	The Procurement team has sufficient capability to effectively manage the procurement process.					
3	The transparent criteria are used to make the purchase decisions..					

4	The procurement unit has clearly defined responsibilities for the procurement process.					
5	The procurement process is fully controlled and independent under the authority of the procurement unit					
6	provision of the required quantity within the permitted window of time.					
7	Procurement unit follow standard of procurement procedure.					
8	Enough number procurement staffs.					

SECTION4: FACTORS RELATED TO INFORMATION COMMUNICATION TECHNOLOGY Objective of the study:

Objective of the study: To assess the factors affecting public procurement accountability and transparency related to ICT

Rank	Strongly disagree	disagree	Don't know	agree	Strongly agree
	1	2	3	4	5

Please indicate your agreement level with the item by placing a check mark (√) in the provided boxes. Use a scale of 1-5 to respond to the question

No	Categories	Levels of rating				
		1	2	3	4	5
1	Every purchase passes through IFMIS system or ICT.					
2	The purchasers have gotten information about supplier &FPPA agreement by website.					
3	The list of suppliers on the FPPA website displays possible suppliers.					
4	The requirement stated in the tender documents is made available on websites prior to the supplier's purchase.					
5	The FPPA website has the most recent information regarding the procurement document.					
6	communication effectiveness					

SECTION 5: Factor related to Nepotism

Objective of the study: To determine the factor affect public procurement transparency & accountability related to Nepotism.

Ran k	Strongly disagree	Disagree	Don't know	agree	Strongly agree	
	1	2	3	4	5	
Please indicate your agreement level with the item by placing a check mark (√) in the provided boxes. Use a scale of 1-5 to respond to the question						
No	Categories	Levels of rating				
		1	2	3	4	5
1	The procurement staffs haven't been assigned in position based on their performance					
2	There are blood relationship exist in ur organization					
3	There are favoritism in ur organization					
4	Majority of workers come here from same Area or worda .					
5	The procurement staffs have not been assigned in their position based on educational work experience.					
6	your friends or relatives introduced you about the job when just you joined in this institution					
7	Ur friend or relative workers in this organization or in AAU told you this vacancy announcement					

SECTION 6: Factor related to Transparency and accountability

Objective of the study: To determine the factor affect public procurement transparency &

accountability.

Ran k	Strongly disagree 1	Disagree 2	Don't know 3	agree 4	Strongly agree 5
Please indicate your agreement level with the item by placing a check mark (√) in the provided boxes. Use a scale of 1-5 to respond to the question					

N o	Categories					
1	Every activity of the procurement is transparency					
2	The organization has implemented a system of accountability in the decision-making process for procurement.					
3	The manager take right decision when interest of conflict happen b/n staffs					
4	Right person assign right position					
5	The auditor check financial transaction of procurement at least twice					
6	The promotion of the organization is transparency & openness					
7	The decision making process for procurement is guided by clear and transparent criteria.					
8	The organization (EiABC) makes conformity assessment.					
9	The organization has a system in place to ensure accountability in procurement decision making.					

***** **THANK YOU FOR YOUR TIME AND COOPERATION*******

Appendix B: Interview for heads of operations and administration division

What are other the major factors have been affect transparency and accountability of public procurement in your organization.....

.....
.....

What are the factor affect the public procurement accountability and transparency with respect to complainthandlingreview.....

.....
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.....
.....
.....
.....

Do u satisfy when the purchasers who have brought the needs for Ur organization? Explain the reason.....

.....
.....
.....

******* THANK YOU FOR YOUR TIME AND COOPERATION*******