



Procurement Practices and Challenges Encountered by Bids and Awards Committee Office in the City Government of Calamba

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Abstract— This study assessed the level of observance of the procurement practices of the Bids and Awards Committee Office in terms of the qualification procedures, competitive bidding, and negotiated procedures and the level of assessment of the challenges encountered by the BAC Office by the End-users and Suppliers to develop an action plan for improvement. Surveys were conducted to collect quantitative data from the End-users, Suppliers, and BAC Staff focusing on the observance of the procurement practices and challenges encountered assessed.

The findings revealed that the Bids and Awards Committee Office exhibited highly observed procurement practices in terms of qualification procedures, competitive bidding, and negotiated procedures. However, significant differences were observed between the procurement practices and challenges encountered by the Bids and Awards Committee Office and highlighting the areas that need improvement. Based on the findings, an action plan was proposed, encompassing strategies such as enhancing, and strengthening the advertising and visibility of the bidding schedule, early preparation, notification, and strengthened collaboration with the end-users for clear and advance notice for the deadlines and meetings. Implementation of the action plan in the future is expected to optimize the BAC Office's performance to continuously improve the procurement process. Recommendations for future research include conducting studies from other BAC Office in other cities or municipalities. Overall, this study provides valuable insights into improving, and enhancing the overall performance of the procurement practices down by the Bids and Awards Committee Office.

Keywords— Procurement Practices, Bids and Awards Committee Office, Challenges Encountered, End-users, Suppliers, Action Plan.

INTRODUCTION

Governments worldwide recognize the importance of transparent public procurement procedures for economic development, effective governance, and sustainable growth in today's rapidly changing global environment. In the Philippines, Republic Act 9184, also known as the "Government Procurement Reform Act," is a significant law enacted in 2003 to modernize public procurement procedures. The act mandates the Philippine government to adhere to fair, open, and competitive procurement methods outlined in Republic Act 9184, which cover the purchase of commodities, infrastructure construction, and consulting services. This comprehensive statute aims to maximize the use of public funds, prevent corruption, ensure accountability, and promote efficient procurement practices.



Procurement encompasses various activities involved in government acquisition of goods or services, including infrastructure projects, supplies for public institutions, and contracts for professional services. It plays a crucial role in supporting daily operations, negotiating terms, and purchasing items with a significant amount of government funds. Different procurement modes exist within the government, such as Competitive Bidding, Direct Contracting, Shopping, Small Value Procurement, Agency to Agency, and Negotiated Procurement. The procurement process commences when the need for a purchase is identified and concludes when the product is consumed, sold, or fully provided under a service contract, with the supplier or contractor receiving full payment.

Efficient procurement procedures, both in public and private organizations, contribute to economic well-being by reducing unnecessary purchases, streamlining infrastructure projects, and optimizing other activities. Achieving such efficiency poses challenges due to factors like the political climate, legal system, and market structure. To address these challenges and promote transparency, the Government Procurement Policy Board (GPPB) aims to develop and approve generic procurement guides, standard bidding documents, and forms. These resources will provide guidance and ensure clarity throughout the procurement process, especially for significant purchases such as medications and textbooks, fostering organization, and openness.

The Government Procurement Reform Act (GPRA), also known as the Implementing Rules and Regulations (IRR) Part A or Section 75 of Republic Act No. 9184 (R.A. 9184), was passed in the Philippines on November 18, 2009. Its goal is to establish the necessary rules and regulations for modernizing, standardizing, and regulating government procurement activities. While the IRR-A covers all domestically funded procurement activities from planning to implementation and termination, it excludes real estate acquisition, which is governed by Republic Act No. 8974 (R.A. 8974), and private infrastructure projects. Common challenges faced by government procurement offices include complying with regulations, budget constraints, political and public scrutiny, complex procurement processes, vendor management, efficiency and transparency expectations, balancing local sourcing and international standards, and capacity building. Understanding these challenges is essential in aligning procurement practices with regulatory requirements and effectively addressing them.

The Bids and Awards Committee (BAC) Office in the City Government of Calamba plays a vital role in public procurement and transparency of bidding processes. A study was conducted to gain insight into the bidding processes, practices, and challenges encountered by the BAC Office. The study aimed to improve issues related to bidder rejections, last-minute procurement cancellations, and the timeline for releasing bidding results and awards. By identifying these challenges, the study proposed an action plan to enhance processes, ensure fair treatment of bidders, adhere to the correct schedule, and notify the Head of the Procuring Entity (HOPE) of impending deadlines. The research study provides valuable guidance for the BAC Office to improve bidding processes, practices, and equal treatment of bidders, promoting efficiency and accountability in procurement.

METHODS

The study focused on the importance of transparent public procurement procedures and the challenges faced by the Bids and Awards Committee (BAC) Office in the City Government of Calamba. The researcher aimed to improve the bidding processes, practices, and equal treatment of bidders within the office. A questionnaire was



administered to BAC staff, Suppliers/Contractors, and End-users of the City Government of Calamba to assess the level of procurement practices and the extent of challenges encountered. The results were analyzed using statistical tools such as frequency, mean, standard deviation, and Likert scale. The study followed ethical guidelines, and the data collected were treated confidentially.

The findings revealed that transparent public procurement procedures are essential for economic development, effective governance, and sustainable growth. However, challenges such as complying with regulations, budget constraints, political and public scrutiny, complex procurement processes, vendor management, and efficiency and transparency expectations were identified. The study proposed an action plan to enhance processes, ensure fair treatment of bidders, adhere to the correct schedule, and notify the Head of the Procuring Entity (HOPE) of impending deadlines. The research study provided valuable guidance to the BAC Office in improving bidding processes, practices, and accountability in procurement. Additionally, the study explored the relationship between procurement practices and challenges using the Pearson Product Moment Correlation.

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Efficient procurement procedures contribute to economic well-being by reducing unnecessary purchases, streamlining infrastructure projects, and optimizing other activities. However, achieving efficiency faces challenges due to factors like the political climate, legal system, and market structure.

To address these challenges and promote transparency, the Government Procurement Policy Board (GPPB) develops and approves generic procurement guides, standard bidding documents, and forms. These resources provide guidance and ensure clarity throughout the procurement process, fostering organization and openness, especially for significant purchases such as medications and textbooks.



The Government Procurement Reform Act (GPRA) or Republic Act No. 9184, enacted in 2003, modernized public procurement procedures in the Philippines. It establishes rules and regulations to standardize and regulate government procurement activities. The act covers various procurement methods and stages, excluding real estate acquisition and private infrastructure projects. Common challenges faced by government procurement offices include complying with regulations, budget constraints, political and public scrutiny, complex procurement processes, vendor management, efficiency and transparency expectations, balancing local sourcing and international standards, and capacity building. Understanding these challenges is crucial for aligning procurement practices with regulatory requirements and addressing them effectively.

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RESULTS AND DISCUSSION

The first part discusses the level of observance under the following procurement practices, which are Qualification Procedures, Competitive Bidding and Negotiated Procedure. The second part tackles the assessment of the suppliers and end-users in the extent of the challenges encountered by the BAC Office.

The data analysis process involved a systematic examination of the collected data, employing appropriate statistical techniques and qualitative analysis methods to uncover patterns, trends, and relationships within the dataset.

Problem Number 1. What is the level of observance of procurement practices by the Bids and Awards Committee Office as assessed by the Suppliers and End-Users in terms of Qualification Procedures, Competitive Bidding, and Negotiated Procedures? The level of observance of procurement practices by the Bids and Awards Committee Office as assessed by the Suppliers and End-Users in terms of Qualification Procedures had a general assessment of 3.64 verbally interpreted as Strongly Agree/Highly Observed. Furthermore, the indicator "Bidder must present or have a Financial document such as NFCC, Bid Security to qualify for the bidding." had the highest computed composite mean of 3.73 verbally interpreted as Strongly Agree/Highly Observed while the indicator "All invitations to bid contracts of the Local Government Unit (LGU) under competitive bidding are advertised in its premises, its website, newspapers of general circulation, and the Philippine Government Electronic Procurement System (PhilGEPS)." had the lowest computed composite mean of 3.55 verbally interpreted as Strongly Agree/Highly Observed.



Table 1.1. Level of Observance of Procurement Practices by the Bids and Awards Committee Office as assessed by the Suppliers and End-Users in terms of Qualification Procedures

Indicators in terms of Qualification Procedures	Suppliers		End-Users		Composite		VI
	-	SD	-	SD	-	SD	
1. Before the approval for the application of bidding the eligibility documents such as Legal document, Permits, Licenses, PhilGEPs etc. are required and checked by the BAC Secretariat.	3.73	0.52	3.53	0.51	3.63	0.52	SA
2. Bidder must present or have a Financial document such as NFCC, Bid Security to qualify for the bidding.	3.87	0.35	3.60	0.50	3.73	0.45	SA
3. Submitting SLCC and List of On-going must be submitted by the bidder to be capable of joining the bidding.	3.80	0.41	3.53	0.51	3.67	0.48	SA
4. All invitations to bid contracts of the Local Government Unit (LGU) under competitive bidding are advertised in its premises, its website, newspapers of general circulation, and the Philippine Government Electronic Procurement System (PhilGEPs).	3.53	0.73	3.57	0.50	3.55	0.62	SA
5. Procurement undertaken in accordance with the approved Annual Procurement Plan.	3.67	0.48	3.57	0.50	3.62	0.49	SA
6. Meetings of the committee are held in the city hall premises,	3.70	0.47	3.63	0.49	3.67	0.48	SA
GENERAL ASSESSMENT	3.72	0.51	3.57	0.50	3.64	0.51	SA
Legend: 3.25 – 4.00 Strongly Agree (SA)/Highly Observed							
1.75 – 2.49 Disagree (D)/ Slightly Observed							
2.50 – 3.24 Agree (A)/ Observed							
1.00 – 1.74 Strongly Disagree (SD)/Not Observed							

The results imply that the Bids and Awards Committee Office demonstrate a very high level of observation in terms of Qualification Procedures. The high ratings indicate that the BAC Staff strictly follows and observes the procurement practices in terms of qualification procedures. In addition, Gabriel et al. (2020), said that the organizational techniques used by government employees were essential to fostering public confidence. The 56 department heads and 662 employees from two cities and five municipalities in the Philippines demonstrated that accountability practices were "almost always to always" adhered to when it came to decision-making, procurement, and access to public information. By using the Mann Whitney U test and Kruskal-Wallis test, it was demonstrated that there was no discernible difference in the degree to which transparency standards were followed in terms of information availability and decision-making. However, there were noticeable differences in the procurement transparency practices.

The level of observance of procurement practices by the Bids and Awards Committee Office as assessed by the Suppliers and End-Users in terms of Competitive Bidding had a general assessment of 3.59 verbally interpreted as Strongly Agree/Highly Observed. Furthermore, the indicator “Upon checking the requirements by the BAC secretary, the qualified bidders can join the public bidding of Infrastructure projects and rejects the non-qualified bidders.” had the highest computed composite mean of 3.70 verbally interpreted as Strongly Agree/Highly Observed while the indicator “After qualifying the short-list of bidders and passing the required documents the bidder can join the Consultancy bidding.” had the lowest computed composite mean of 3.46 verbally interpreted as Strongly Agree/Highly Observed.

Table 1.2. Level of Observance of Procurement Practices by the Bids and Awards Committee Office as assessed by the Suppliers and End-Users in terms of Competitive Bidding

Indicators in terms of Qualification Procedures	Suppliers		End-Users		Composite		VI
	-	SD	-	SD	-	SD	
1. Before the approval for the application of bidding the eligibility documents such as Legal document, Permits, Licenses, PhilGEPS etc. are required and checked by the BAC Secretariat.	3.73	0.52	3.53	0.51	3.63	0.52	SA
2. Bidder must present or have a Financial document such as NFCC, Bid Security to qualify for the bidding.	3.87	0.35	3.60	0.50	3.73	0.45	SA
3. Submitting SLCC and List of On-going must be submitted by the bidder to be capable of joining the bidding.	3.80	0.41	3.53	0.51	3.67	0.48	SA
4. All invitations to bid contracts of the Local Government Unit (LGU) under competitive bidding are advertised in its premises, its website, newspapers of general circulation, and the Philippine Government Electronic Procurement System (PhilGEPS).	3.53	0.73	3.57	0.50	3.55	0.62	SA
5. Procurement undertaken in accordance with the approved Annual Procurement Plan.	3.67	0.48	3.57	0.50	3.62	0.49	SA
6. Meetings of the committee are held in the city hall premises,	3.70	0.47	3.63	0.49	3.67	0.48	SA
GENERAL ASSESSMENT	3.72	0.51	3.57	0.50	3.64	0.51	SA
Legend: 3.25 – 4.00 Strongly Agree (SA)/Highly Observed							
1.75 – 2.49 Disagree (D)/ Slightly Observed							
2.50 – 3.24 Agree (A)/ Observed							
1.00 – 1.74 Strongly Disagree (SD)/Not Observed							



The results imply that the Bids and Awards Committee Office has a positively high level of observation in terms of Competitive Bidding. The high ratings indicate that the BAC Staff strictly checks the requirements and rejects the nonqualified bidders and creating a short list for the bidder who can join the bidding and has observed the procurement practices for the competitive bidding.

This was same as the study by Anthony (2018) claimed that electronic procurement, or e-procurement, had been employed for many years in a variety of nations. It had been used in numerous ways, each of which had advantages of its own. Competitive bidding was frequently the main method used by the government to buy goods and services since it was competitive and was thought to yield the most value for the money. The digital version of the electrical reverse auction process appeared to be competitive bidding. Bidders were required to actively participate during the appraisal and selection processes because electronic reverse auctions were defined in Article 2 of the UNCITRAL Model Law as "an online real-time purchasing technique utilized by the procuring entity to select the successful submission, which involved the presentation of successfully lowered bids by suppliers or contractors during a scheduled period of time and the automatic evaluation of bids." This article will define e-procurement, examine whether South Africa's regulatory environment currently supports it, and go through recent advancements. South Africa's potential experience will be compared to how e-procurement was handled under international law, specifically the UNCITRAL Model Law, since there was not yet an African model to measure or compare it with."

The level of observance of procurement practices by the Bids and Awards Committee Office as assessed by the Suppliers and End-Users in terms of Negotiated Procedures had a general assessment of 3.52 verbally interpreted as Strongly Agree/Highly Observed. Furthermore, "BAC Secretariat prepares the request for quotation, technical specifications and draft contract." had the highest computed composite mean of 3.60 verbally interpreted as Strongly Agree/Highly Observed while the indicators "BAC secretariat post a notice requesting for repeat order of additional units of goods previously procured." and "Agenda and other information relevant to the meetings of BAC is deliberated by the committee at least one (1) week before the holding of such meetings" both had the lowest computed composite mean of 3.47 verbally interpreted as Strongly Agree/Highly Observed

Table 1.3. Level of Observance of Procurement Practices by the Bids and Awards Committee Office as assessed by the Suppliers and End-Users in terms of Negotiated Procedures

Indicators in terms of Negotiated Procedures	Suppliers		End-Users		Composite		VI
		SD		SD		SD	
BAC Secretariat prepares the request for quotation, technical specifications and draft contract.	3.70	0.47	3.50	0.51	3.60	0.49	SA
The BAC secretariat issues requests for quotation to at least three suppliers in good standing.	3.57	0.50	3.43	0.50	3.50	0.50	SA



BAC secretariat post a notice requesting for repeat order of additional units of goods previously procured.	3.50	0.63	3.43	0.50	3.47	0.57	SA
Bids and Awards Committee (BAC) keeps a complete and adequate record of all procurement activities	3.67	0.48	3.40	0.50	3.53	0.50	SA
Agenda and other information relevant to the meetings of BAC is deliberated by the committee at least one (1) week before the holding of such meetings,	3.57	0.50	3.37	0.49	3.47	0.50	SA
Public monitoring of the procurement process and the implementation of awarded contracts,.	3.53	0.51	3.53	0.51	3.53	0.50	SA
GENERAL ASSESSMENT	3.59	0.52	3.44	0.50	3.52	0.50	SA/HO
Legend: 3.25 – 4.00 Strongly Agree (SA)/Highly Observed							
1.75 – 2.49 Disagree (D)/ Slightly Observed							
2.50 – 3.24 Agree (A)/ Observed							
1.00 – 1.74 Strongly Disagree (SD)/Not Observed							

The results imply that the Bids and Awards Committee Office has a highly level of observation in terms of Negotiated Procedures. The high ratings indicate that the BAC Secretariat prepares the needed documents, specifications and contracts for the bidders and it is lease observed by the suppliers and end-users the posting of repeat orders and short notice of the meetings happening on the Office but observes and performs the procurement practices for the negotiated procedures.

Moreover, Ahsan et al. (2018) stated that the important procurement issues that international development (ID) projects in Bangladesh encounter were examined in this study. A framework of difficulties was initially created through a literature review. Based on the results of the interviews and an examination of the analytical hierarchy processing, they then assessed the significance of these difficulties and classified them.

Three key ID project stakeholder groups, including donor organizations, host country government policymakers, and project implementation units, were interviewed. The categories of difficulties that dealt with project management capability and ethics were the most significant.

More specifically, issues with shoddy project planning, unethical behavior in the execution of procurement, interference in procurement by government bureaucracy, and inexperienced procurement workers were regarded to be the biggest obstacles. By highlighting the crucial procurement problems that were unique from those in other project-related domains, this research added to the body of knowledge on ID project procurement. The results may help Bangladesh's multibillion-dollar ID project procurement sector by emphasizing the key problems that needed appropriate management by all parties. In the long run, this might enhance project performance and procurement outcomes.

Problem Number 2. Is there a significant difference between the assessment of the suppliers and end-users on the level of observance of procurement practices by BAC?

There was no significant difference between the assessment of the two groups of respondents on the above-mentioned variables. As shown in table 2, the generated computed probability values of Qualification Procedure, Competitive Bidding, and Negotiated Procedure were .314, .103, and .308 respectively which were greater than the level of significance at 0.05; thus, the accepting null hypothesis.

Table 2. Test of Significant Difference in the Assessment of the Suppliers and End-users on the Level of Observance of Procurement Practices by BAC

Sub-variables			Sum of squares	df	Mean square	F Ratio	Sig.	Remarks	Decision
Qualification Procedure	Between	Groups	.314	1	.314	3.856	.054	Not Significant	Accept H ₀
	Within	Groups	4.722	58	.081				
	Total		5.036	59					
Competitive Bidding	Between	Groups	.103	1	.103	.976	.327	Not Significant	Accept H ₀
	Within	Groups	6.144	58	.106				
	Total		6.247	59					
Negotiated Procedure	Between	Groups	.308	1	.308	2.794	.100	Not Significant	Accept H ₀
	Within	Groups	6.397	58	.110				
	Total		6.705	59					

Level of significance 0.05

This means that the suppliers and end-users have the same perception regarding the level of observance of procurement practices by the BAC Office. They are both governed by similar rules and regulations because of proper orientation and dissemination of required procurement processes and standard prescribed by Bids and Awards Committee Office.

According to Kakwezi et al. (2019), due to poor performance brought on by non-adherence to correct processes and procedures, procurement performance had attracted a lot of attention from practitioners, academicians, and researchers for decades. The goal of this study was to explore both financial and non-financial strategies that can help the procurement function perform better. According to the literature, measurements of procurement performance included purchasing function effectiveness and efficiency. To determine the significance of financial and nonfinancial metrics in the execution of the procurement function, a survey instrument was created and given to a governmental organization in Uganda. The article concluded that non-financial measures, in addition to financial ones, had a considerable role in the procurement procedure and performance.

Problem Number 3. To what extent are challenges encountered by the Bids and Awards Committee Office as assessed by the supplier and end-users?



Table 3. Extent of Challenges Encountered by the Bids and Awards Committee Office as assessed by the Suppliers and End-users

Indicators in terms of challenges encountered	Suppliers		End-Users		Composite		
	-	SD	-	SD	-	SD	VI
Poor planning of the BAC office due to the late submission of PPMP by the end user,	1.80	0.80	1.77	0.50	1.78	0.74	S
Poor planning due to Realignment, late submissions of PR's and poor crafted technical specifications.	2.00	0.69	1.83	0.61	1.92	0.73	S
Limited number of bidders joining the bidding due to highly technical specifications requirements, difficulty in securing Mayor's Permit and SEC Registration.	2.20	0.84	1.73	0.78	1.97	0.83	S
Due to the limited and lack of skilled manpower, inadequate manpower and low salary of highly technical staffs,	2.10	0.81	1.93	0.86	2.02	0.87	S
Leadership issues due to the transition of change of administration, very strict implementation rules and delegation of authority.	2.37	0.78	1.87	0.82	2.12	0.87	S
Leadership issues due to the unforeseen projects of the HOPE (Head of procurement entity).	1.87	0.74	1.83	0.58	1.85	0.74	S
Threat of administrative charges and different interpretation of the rules by COA and the guidelines of Agency to Agency are not clear.	1.97	0.82	1.83	0.68	1.90	0.78	S
Delays of issuance of Notice of Award.	2.00	0.76	1.77	0.68	1.88	0.73	S
Delay of process due to Multi-level Approval/Signatories	2.17	0.78	1.77	0.73	1.97	0.78	S
The guidelines of the Agency to Agency are not clear.	1.87	0.87	1.97	0.60	1.92	0.82	S
GENERAL ASSESSMENT	2.03	0.86	1.83	0.59	1.93	0.79	S/ SE
Legend: 3.25 – 4.00 Always (A)/Highly Encountered 1.75 – 2.49 Sometimes (S)/ Slightly Encountered 2.50 – 3.24 Often (O)/ Encountered 1.00 – 1.74 Never (N)/Not Encountered							

The extent of challenges encountered by the Bids and Awards Committee Office as assessed by the Suppliers and End-Users, had a general assessment of 1.92 verbally interpreted as Sometimes/Slightly Encountered. Furthermore, the indicator "Leadership issues due to the transition of change of administration, very strict



implementation rules and delegation of authority.” had the highest computed composite mean of 2.12 verbally interpreted as Sometimes/Slightly Encountered while the indicator “Poor planning of the BAC office due to the late submission of PPMP by the end user” had the lowest computed composite mean of 1.78 verbally interpreted as Sometimes/Slightly Encountered.

The results imply that the extent of challenges encountered by the Bids and Awards Committee Office are slightly encountered. The high ratings indicate that the leadership issues due to the transition and change of administration has no effect on the BAC Office while the Poor planning on the submission of PPMP by the end users are consistently encountered and still a problem. Like in the study of Vinod (2022), the goal of this study was to determine what difficulties nonprofit organizations had during the procurement process and how these difficulties affected their ability to successfully complete the projects and tasks to which they have committed. The difficulties identified can only be resolved at the buyer, organizational, or leadership levels, or a combination of the two or all three. The goal of long-term, mutually beneficial relationships between buyers and suppliers. Organizations should place a larger focus on building a strong organizational culture and norms that allow each employee to understand why they were devoting their time and effort to the organization. The leadership should be accountable for ensuring that the clearly established organizational policies were followed and that staff knowledge and skills were increased.

Problem Number 4. Is there a significant relationship between the level of observance of procurement practices and extent of challenges encountered by the Bids and Awards Committee Office?

Table 4. Test of Significant Relationship between the Level of Observance of Procurement Practices and Extent of Challenges Encountered by the Bids and Awards Committee Office

Observance of procurement practices	extent of challenges encountered	r value	P value	Remarks	Decision
Qualification Procedure	Challenges Encountered	-.428**	.000	Significant	Reject Ho
Competitive Bidding		-.533**	.000	Significant	
Negotiated Procedure		-.398**	.000	Significant	
**Correlational at the level 0.01					
*Correlational at the level 0.05(Two-tailed)					

There was a significant relationship between the level of observance of procurement practices and extent of challenges encountered by the BAC Office. The r values -.428, -.533, and -.398 were interpreted as with moderate negative correlation as to correlate observance of procurement practices and extent of challenges encountered. The computed probability values .000 were lesser than the level of significance ($P < 0.05$); thus, rejecting the null hypothesis.

It implies that procurement practices have an opposite significant relationship with extent of challenges encountered by the Bids and Awards Committee Office. The higher the observance of procurement practices, the

lower the chance of challenges encountered; hence, it is very important that the procurement practices along with these three (3) variables be disseminated properly to concerned supplier and end-users.

In addition, Kuoppamäki (2019) cited that application and implementation of welfare technology were dependent on procurement experience in identifying end-user requirements, assessing welfare technology costs and benefits, and handling legal and regulatory issues related to data management. Investment decisions in welfare technology were not made purely based on economic or legal considerations; rather, they were influenced by generally held beliefs about the potential of technology to improve healthcare delivery. Procurement procedures must be improved to introduce, use, and deploy welfare technology that met end-user requirements.

Moreover, Mohungoo (2020) stated that it was said that despite past studies on the topic, little was known about the difficulties in adopting public e-procurement. This study, which was based on a thorough analysis of scholarly literature, identified, and analyzed the key issues impeding the adoption of public e-procurement.

These issues were divided into three categories using the Technology-Organization-Environment (TOE) framework: (1) Technological issues: e-procurement acceptance and usage, disruptive innovation characteristic of e-procurement, use of digital signatures, security and privacy of technology, and technical aspects of e-procurement (2) Organizational issues: stakeholders' behavior, leaders' behavior, shortcomings in leadership, lack of training and skilled personnel, and resourcing issues.

Problem Number 5. Based on the findings of the study, what action plan may be proposed?

Based on the findings of the study, an Action Plan was proposed to improve and enhance the procurement practices and the extent of challenges encountered by the BAC Office in parallel with the strategies and actions in terms of qualification procedures, competitive bidding and negotiated procedures that need to be improved with the help of the BAC Staff and coordination of the Suppliers and End-users.

Table 5. Proposed Action Plan

AREAS OF CONCERNS	OBJECTIVES	ACTION/STRATEGIES	PERSON INVOLVED	SUCCESS INDICATORS
Qualification Procedures	To improve the visibility and accessibility of invitations to bid contracts by the Local Government Unit (LGU) through effective advertising in multiple platforms.	<ol style="list-style-type: none"> 1. Assess Current Advertising Practices 2. Strengthen Premises Advertising 3. Enhance Website Visibility 4. Strengthen Newspaper Advertisements 5. Maximize PhilGEPS Utilization 6. Monitor and Evaluate 7. Broadcast LGU's Advertising Efforts 	The BAC Office, BAC Secretariat, Members, Staffs, Suppliers and End-users	Ensure that invitations to bid contracts are widely advertised, accessible, and transparently communicated to potential bidders.



Competitive Bidding	To simplify and speed up the consultancy bidding process for qualified bidders after successfully completing the short-listing stage and fulfilling the required document submission	8. Continuous Improvement	Consultancy Bidders, BAC Secretariat, BAC Members, BAC Staff, Local government unit of Calamba	The BAC Office and LGU can simplify the consultancy bidding process for qualified bidders, ensuring efficiency, transparency, and fair competition.
Negotiated Procedure	To ensure that the agenda and other relevant information for the meetings of the BAC Office are deliberated at least one week prior to the scheduled meeting	<ol style="list-style-type: none"> 1. Standardize Process and Requirements 2. Efficient Document Evaluation 3. Transparent and Objective Evaluation 4. Advertise Successful Bidding Practices 	The BAC Office, BAC Secretariat, Members, Staffs, Suppliers and End-users	Ensure that the agenda and other relevant information for meetings are deliberated and distributed to all associates at least one week in advance.
	To simplify the process of requesting a repeat order of additional units of goods previously procured by the BAC Office	<p>Agenda and meetings of BAC</p> <ol style="list-style-type: none"> 1. Establish Meeting Schedule 2. Agenda Planning and Preparation 3. Advance Preparation and Circulation 4. BAC Deliberation 5. Documentation and Minutes 6. Communication and Transparency 		Establish a clear and systematic process for requesting a repeat order of additional units of goods previously procured.
Extent of challenges by the BAC Office as assessed by the suppliers and end-users	To improve planning and coordination within the BAC Office by addressing the issue of late submission of the PPMP by the end-users	<p>Notice of requesting repeat order</p> <ol style="list-style-type: none"> 1. Review and Verification 2. Request Form Development 3. Document Compilation 4. Internal Review and Approval 5. Submission and Notification 6. Documentation and Reporting 7. Process Evaluation and Improvement 8. Strengthened Collaboration 	BAC Office, BAC Secretariat, BAC Members, BAC Staff, End-users	Timely PPMP submission will enable the BAC office to sufficiently plan and initiate the procurement process, ensuring efficiency, compliance, and successful implementation of projects.



CONCLUSIONS

Based on the above-mentioned findings of the study, the following conclusions were drawn. These conclusions shed light on the key insights and implications derived from the data analysis and provide a comprehensive understanding of the research topic.

1. That the BAC operates within the prescribed procurement process in accordance or compliance with the requirements of the R.A. 9184. There are areas for improvement particularly on posting invitations to bid contracts of the Local Government Unit (LGU) under competitive bidding are advertised in its premises, its website, newspapers of general circulation, and the Philippine Government Electronic Procurement System (PhilGEPS).
2. That that the suppliers and end-users have the same perception regarding the level of observance of procurement practices by the BAC Office. They are both governed by similar rules and regulations because of proper orientation and dissemination of required procurement processes and standard prescribed by Bids and Awards Committee Office.
3. That the supplier and end-users are really governed by the R.A. 9184. There are areas of improvement particularly on Leadership issues due to the transition of change of administration, very strict implementation rules and delegation of authority and on poor planning of the BAC office due to the late submission of PPMP by the end user.
4. That procurement practices have an opposite significant relationship with extent of challenges encountered by the Bids and Awards Committee Office. The higher the observance of procurement practices, the lower the chance of challenges encountered; hence, it is very important that the procurement practices along with these three (3) variables be disseminated properly to concerned supplier and end-users.

RECOMMENDATIONS

1. The BAC Office may maintain and sustain the practices in compliance with the R.A. 9184. To maintain and sustain this procurement practices, all the conspicuous space, bulletin boards, websites, social media, and PhilGEPS posting may be updated.
2. The BAC Office may monitor and maintain the procurement practices in accordance with the R.A 9184 by maintaining the procurement process of the Qualification Procedure, Competitive Bidding, Negotiate Procedure.
3. Bidding schedule and meeting agenda may be prepared at least once week prior to the set schedule and meeting. The BAC secretariat may inform ahead of time the endusers concerned on the scheduled meetings. The BAC Office may orient and inform the suppliers and end-users on the issues and changes regarding the new rules and regulations of implementation due to the change of leadership and transition. And to prevent late submission of PPMP by the end-user the BAC Office may have a due date on submissions and shall be strictly followed.
4. The BAC Office may strictly follow the procurement process and practices of the R.A. 9184 and shall inform the suppliers and end-users on the right process and practices.



5. The action plan and the study may be used for further efficiency and improvement of the process.
6. Future researchers who intend to do further study on the same field, may conduct their study in adjacent cities and municipalities.

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