


Analysing the Impact of Central Procurement Board of Namibia Procedures on Public Service Delivery

Leonard Nangolo Kuushiwetu Tsheehama
Namibia University of Science and Technology, Namibia

Efigenia Madalena Mario Semente
 <https://orcid.org/0009-0003-3423-9597>
Namibia University of Science and Technology, Namibia

Received: February 13th, 2025 | **Accepted:** December 2nd, 2025

ABSTRACT

The study analyses the impact of Central Procurement Board of Namibia procedures in terms of Public Procurement Law (PPL), Procurement Process Management (PPM), and Organisational Capacity (OC) on Public Service Delivery (PSD). The study is grounded in the post-positivist philosophy, a causal-comparative research design, and a purely quantitative method. Moreover, the study used an online structured questionnaire to collect data from the participants. The study reveals positive and statistically significant impacts of PPL, PPM, and OC on PSD, while the absence of PPL, PPM, and OC deteriorates PSD. Thus, concluding that Central Procurement Board of Namibia Procedures are essential for effective public service delivery. In that light, the study recommends that both the policymakers and organisations have a role to play. The policymakers should enforce public procurement law, while the organisation should put more effort into improving PPM and ensure that they have a favourable OC with adequate staff who possess the required skills and knowledge.

KEYWORDS

Central Procurement Board of Namibia Procedures, Public Procurement Law, Procurement Process Management, Organisational Capacity, Public Service Delivery

INTRODUCTION

Public procurement is a central economic activity for governments, and the efficiency with which it is conducted has significant implications for the use of taxpayers' money. Governments must procure a wide range of goods and services to fulfil their responsibilities, including the provision of public goods such as national defence and public infrastructure (Gregory, 2011). As a result, public procurement issues arise at both national and regional levels, as reflected in legislative frameworks such as the *Tender Board Act* (1996).

Public goods are characterised by non-rivalry and non-excludability: one person's consumption does not diminish the quantity or quality available to others, and individuals cannot be prevented from accessing or benefiting from them (Gregory, 2011). These features underscore the unique challenges and importance of public procurement in ensuring that such goods are acquired and delivered effectively.

DOI: 10.4018/IJAMSE.395860

This article published as an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0/>) which permits unrestricted use, distribution, and production in any medium, provided the author of the original work and original publication source are properly credited.

Governments generate productivity not only through the volume of public expenditure but also by fostering an environment that encourages investment, innovation, and societal well-being. In Namibia, the public procurement system operates under a defined set of rules, policies, and procedures administered by the Central Procurement Board of Namibia (CPBN). The CPBN was established under Section 8 of the Public Procurement Act No. 15 of 2015 to streamline and regulate public procurement processes across government entities. Given its central role in shaping how public resources are allocated and utilised, it is essential to assess the relevance and effectiveness of public procurement in enhancing public service delivery (PSD).

Background of the Study

The growing emphasis on efficiency and accountability has made effective service delivery a central concern for public corporations (Gambo, 2015). This is because public corporations devote a substantial amount of effort, money, and time to the training and development of their staff in relation to procurement practices. However, the outcomes of these efforts often go unnoticed in terms of improved service delivery (Kemboi & Onyango, 2015).

The CPBN started its operations on April 1, 2017. Its primary objectives are threefold: (a) conduct the bidding process for the awarding of procurement contracts or the disposal of assets exceeding the threshold for public entities, (b) deal with contracts for the purchase and disposition of property on behalf of public entities, and (c) supervise and direct accounting officers in the management of procurement contracts approved by the board.

Many public entities face procurement challenges, including *dark purchasing*, transactions made outside formal procurement processes, which undermines contract management and reduces financial and inventory control. Such implementation failures prevent policies from achieving their intended outcomes. Consequently, a focused analysis of public-sector procurement challenges is essential, as it underscores the critical role of public institutions in serving the public interest (Victor, 2012).

Statement of the Problem

Despite an increase in resources in recent years, public-sector service delivery in many developing countries continues to decline, and Namibia is no exception (Leni et al., 2012; Nautwima & Asa, 2022b). A central challenge in public procurement lies in the effective execution of procurement processes. Leni et al. (2012) note that procurement strategies, sustainable procurement practices, and supporting legislation are critical for enhancing public-sector service delivery (PSD). However, the influence of procurement practices on PSD has received limited empirical attention.

Purpose of the Study

The lack of empirical evidence on the impact of the CPBN's procedures on public-sector service delivery (PSD) highlights a clear research gap. Accordingly, this study aimed to examine the extent to which the CPBN's procedures influence PSD in Namibia.

Research Objectives

The primary objective of this study was to examine the impact of the CPBN's procedures on public-sector service delivery (PSD) in Namibia. The study also pursued the following secondary objectives:

- Examine the impact of public procurement laws (PPLs) on PSD in Namibia
- Assess the impact of procurement process management (PPM) on PSD in Namibia
- Evaluate the impact of organizational capacity (OC) on PSD in Namibia

21 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/article/analysing-the-impact-of-central-procurement-board-of-namibia-procedures-on-public-service-delivery/395860

Related Content

The Effective Approach of Managing Risk in New Product Development (NPD)

Brian J. Galli (2017). *International Journal of Applied Management Sciences and Engineering* (pp. 27-40).

www.irma-international.org/article/the-effective-approach-of-managing-risk-in-new-product-development-npd/185492

Brand Awareness Quotient: A Metric for Effectiveness of Employer Branding Initiatives

Komal Ratra and Netra Neelam (2016). *International Journal of Applied Management Sciences and Engineering* (pp. 62-74).

www.irma-international.org/article/brand-awareness-quotient/173467

Design Thinking as a Strategic Framework for Integrative Innovation

Göran Roos (2026). *Design Thinking Applications and Challenges for Modern Business* (pp. 27-110).

www.irma-international.org/chapter/design-thinking-as-a-strategic-framework-for-integrative-innovation/403620

Collaborative Management of Conflict Resolution in Urban Residents Fights: Palmeriam and Berland

Soni Akhmad Nulhaqim (2021). *International Journal of Applied Management Theory and Research* (pp. 14-31).

www.irma-international.org/article/collaborative-management-of-conflict-resolution-in-urban-residents-fights/268897

Cooperative Model as Organizational Mechanism for Poverty Reduction and Economic Development

Neeta Baporikar (2021). *International Journal of Applied Management Theory and Research* (pp. 48-69).

www.irma-international.org/article/cooperative-model-as-organizational-mechanism-for-poverty-reduction-and-economic-development/279655