
**EFFECT OF PUBLIC PROCUREMENT REFORMS ON SERVICE DELIVERY IN
TANZANIA'S PROCURING ENTITIES, WITH DEPARTMENTAL COORDINATION
AS A MODERATING VARIABLE**

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ABSTRACT

This study examined the effect of public procurement reforms on service delivery in Tanzania's procuring entities, with departmental coordination as a moderating variable. The study adopted a postpositivist philosophy, a deductive approach, and an explanatory cross-sectional survey design. The study covered six strata of procuring entities based on registration categories. Using stratified sampling, the study collected data from 270 respondents across procuring entities in the Dodoma Region through a structured questionnaire. Data were analysed using PLS-SEM in SmartPLS version 4.1.1.2. The findings revealed that regulatory reforms, organisational norms, and organisational culture reforms significantly and positively influence service delivery. However, departmental coordination showed a mixed moderating effect. It did not significantly moderate the relationship between regulatory reforms and service delivery. In contrast, it negatively and significantly moderated the relationships between organisational norms reforms and service delivery, and between organisational culture reforms and service delivery. This indicates that while coordination is important, excessive coordination may reduce the positive impact of organisational norms and culture on service delivery. The study concludes that effective service delivery depends not only on procurement regulatory frameworks but also on supportive organisational norms, culture, and balanced coordination mechanisms.

Keywords: Public procurement reforms, regulatory reforms, organisational norms reforms, organisational culture reforms, departmental coordination, service delivery.

1. INTRODUCTION

Public procurement has increasingly become an important tool for improving service delivery worldwide. Because procurement accounts for a large share of public expenditure, about 10–15% of global GDP and nearly 29% in OECD countries, it plays a major role in determining how effectively governments provide services to citizens (Djankov et al., 2016; OECD, 2019). Similar patterns are observed in regions such as the European Union and Sub-Saharan Africa, where a significant share of government resources is spent through procurement systems (World Bank, 2016; Knack et al., 2019). This explains why many countries continue to implement procurement reforms to improve governance and public service delivery. Tanzania has also undertaken several

reforms to improve its public procurement system. These reforms were influenced by findings from the World Bank's 1996 Country Procurement Assessment Report, which identified major weaknesses in the procurement system. As a result, the government introduced the Public Procurement Act of 2001, followed by further reforms through the Public Procurement Act of 2004 and the Public Procurement Act of 2011. The 2011 Act and its 2016 amendments aimed to strengthen transparency, accountability, value for money, and local participation in procurement activities. More recently, the Public Procurement Act of 2023 introduced additional improvements, including the use of the National e-Procurement System of Tanzania (NeST), removal of dual procurement systems, and increased support for local suppliers.

Despite these reforms, service delivery challenges remain common across many public institutions in Tanzania (Matto, 2022). Delays in procurement, weak contract implementation, poor interdepartmental coordination, and inconsistent application of procurement regulations continue to undermine the quality and reliability of public services. This indicates that improving service delivery requires more than regulatory changes alone. Effective procurement systems also depend on supportive organisational norms, a positive organisational culture, and proper coordination among departments involved in procurement. Regulatory reforms help improve transparency, accountability, compliance, and efficiency in procurement operations (Mchopa et al., 2024; World Bank, 2016). At the same time, organisational norms and cultural reforms shape employees' attitudes, ethical behaviour, commitment, and compliance with procurement procedures, all of which are important for organisational performance and service delivery (Scott, 1995; Liu et al., 2010). Similarly, departmental coordination promotes communication, information sharing, and collaboration among units involved in procurement and service delivery, thereby supporting operational efficiency and timely service provision (Mushi et al., 2024; Kachenje, 2024). Weak coordination, poor organisational values, and ineffective implementation of procurement regulations may therefore reduce the effectiveness of procurement reforms in improving service delivery.

1.1 Statement of the Problem

Over the years, the government has introduced several initiatives to improve procurement efficiency, transparency, accountability, and value for money. These initiatives include ongoing capacity-building programmes by the Procurement and Supplies Professionals and Technicians Board and the Public Procurement Regulatory Authority, the development of procurement guidelines and standard bidding documents, and the implementation of procurement reforms through various Public Procurement Acts (Maliganya, 2015; PPRA, 2016; PPRA, 2018). The reforms were expected to strengthen procurement operations and ultimately improve service delivery (Mchopa et al., 2024). Despite these efforts, significant procurement and service delivery problems persist within public institutions. Reports by the Controller and Auditor General for the financial year 2022/2023 revealed procurement irregularities involving billions of Tanzanian shillings, including the procurement of goods without proper inspection, payments made without tender board approval, payments for undelivered goods and services, and procurement conducted without Local Purchase Orders (CAG, 2023). Specifically, goods worth TZS 3.1 billion were procured and utilised without proper inspection, while procurement worth TZS 4.34 billion was conducted without tender board approval. In addition, 25 Local Government Authorities made payments amounting to TZS 744.12 million for goods and services that were never delivered, and

18 LGAs made payments of TZS 1.99 billion to suppliers without issuing Local Purchase Orders (CAG, 2022; CAG, 2023). These findings indicate persistent non-compliance with procurement procedures, weak accountability, poor contract management, and ineffective implementation of procurement reforms within public procuring entities. Such challenges continue to undermine efficiency, transparency, public trust, and the quality of services delivered to citizens (Komakech, 2016; Basheka, 2017; Mrope et al., 2017a). The persistence of these problems suggests that regulatory reforms alone may not be sufficient to improve service delivery. Existing literature indicates that organizational culture, organizational norms, and internal coordination mechanisms also influence the effectiveness of procurement reforms. Weak organizational values, unethical practices, resistance to change, favouritism, and poor coordination among departments may limit the successful implementation of procurement reforms and reduce their contribution to service delivery improvement (World Bank, 2018; Trepte & Preuss, 2019; Yu & Hang, 2018; UNOPS, 2020).

2. THEORETICAL FRAMEWORK

The study was guided by both Institutional and Systems Theory. The application of both Institutional and Systems Theory enabled this research to develop a comprehensive theoretical framework that adequately explains the impact of public procurement reforms on service delivery within procuring entities in Tanzania. It was considered appropriate to combine the two theories to ensure that both the institutional and operational aspects were addressed sufficiently and exhaustively in explaining the topic under investigation. Institutional Theory was the primary theory that had been applied in this research since it addresses the issues of institutions involved in the reforms being examined, namely: regulatory reforms, organisational norms reforms, and organisational culture reforms. As noted by Scott (1995; 2014), three important institutional pillars govern the behaviour and performance of organisations: the regulatory system, the normative system, and the cultural-cognitive system. In this research, regulatory reforms were examined in terms of procurement laws and policies. Normative reforms focused on the issue of ethics and values within organisations and how these affect the procurement reforms and the resulting service delivery performance. Cultural reforms were explained in relation to the influence of culture on procuring organisations and their service delivery performance.

Nevertheless, while relevant to the study, Institutional Theory offers few insights into the dynamics of interaction and coordination among organisational units implementing procurement reforms to improve service delivery. While the theory focuses more on issues such as institutional pressures, legitimation, compliance, and organisational conformity, it pays little regard to the processes of communication, cooperation, and interdependence among departments involved in service delivery and procurement. It is this gap that led to the inclusion of Systems Theory as a supplementary theory alongside Institutional Theory in this research.

Systems Theory, advanced by Bertalanffy (1968), considers organisations as systems comprising interdependent units that collaborate to achieve common objectives. The theory places great emphasis on coordination, communication, integration, and feedback within organisations. For this study, Systems Theory serves as an elaboration of Institutional Theory, explaining how coordination between departments influences the link between procurement reforms and service delivery. Coordination among procurement-related departments enhances information sharing,

cooperation, and the coordination of activities.

3. LITERATURE REVIEW

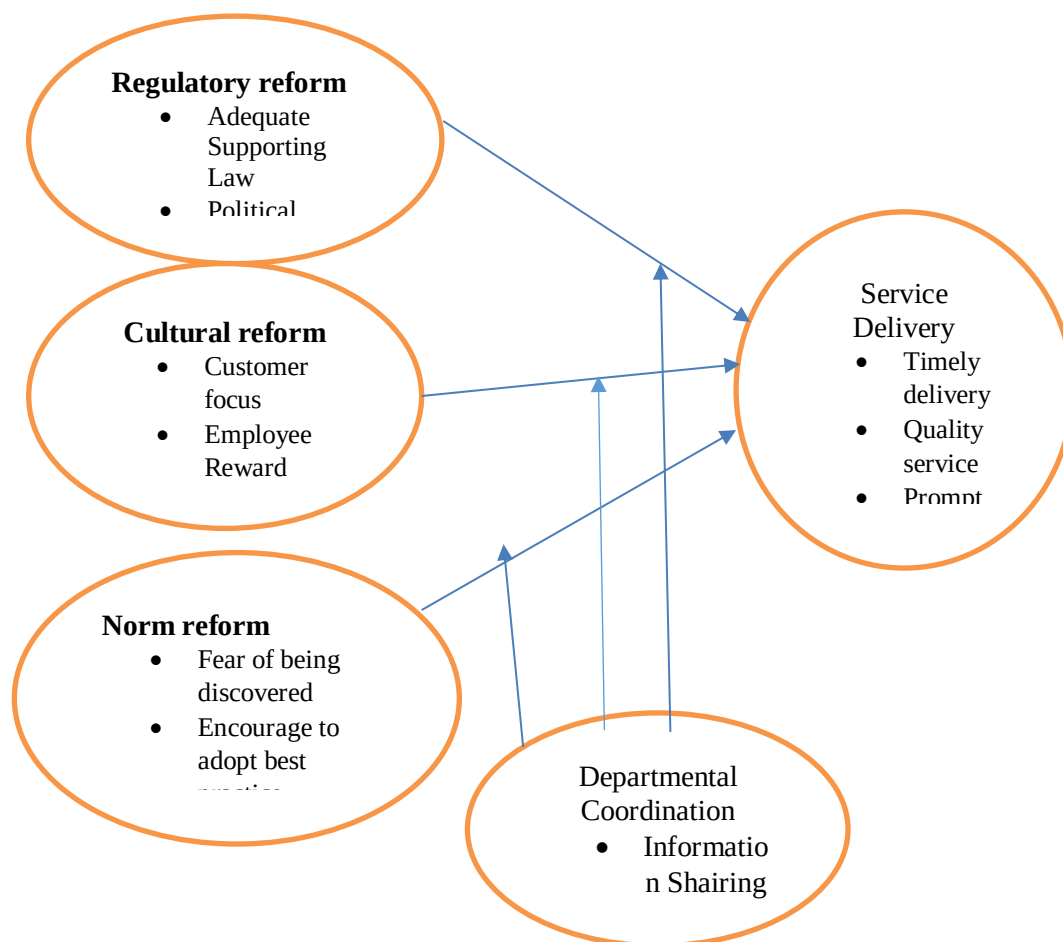
Thuo and Njeru (2014) studied the effects of PP reforms on service delivery at the National Spinal Injury Referral Hospital in Nairobi. Findings showed that the non-involvement of Heads of Department in contract management negatively affected service delivery. Prolonged procurement cycles, on the other hand, affected service delivery, leading to dissatisfaction and demoralisation among staff due to frequent stockouts. Matto (2017) conducted a critical analysis of public procurement reforms, compliance, challenges, and prospects in Tanzania's public sector procurement. The findings revealed that compliance improved from -41% in the financial year 2006/2007 (first procurement audit) to -7% in 2015/2016. Moreover, Panya and Awuor (2023) conducted a study to identify the challenges, constraints, and opportunities affecting public procurement reforms in Africa. The research adopted content analysis and relied heavily on secondary data. The study found that effective procurement transformation requires robust procurement systems and trained procurement staff with the necessary knowledge, skills, and competencies.

Fontana and Masiero (2022) explored whether including cultural reforms in an intra-state peace accord facilitates its success. The study found that the coefficient for the inclusion of cultural reforms in peace processes is not statistically significant, suggesting that the addition of a cultural reform in an intra-state peace agreement per se does not significantly contribute to reducing post-agreement violence. Similarly, Misango and Mbiti (2021) researched organisational culture and structure as determinants of service delivery in the county government of Kitui in Kenya. The study established that organisational structure and organisational culture have significant effects on service delivery for residents of Kitui County. Further research by Wang et al. (2021), Evaluations of the Roles of Organizational Support, Organizational Norms, and Organizational Learning for Adopting Environmentally Friendly Technologies. The findings demonstrate that organisational support, organisational norms, and organisational learning positively influence EFT. The study proposes several policy recommendations emphasising the role of organisations, in the form of farmers' cooperatives, in encouraging farmers to engage in pro-environmental behaviour.

3.1 Conceptual framework

The conceptual framework in Figure 1 depicts the relationship between public procurement reform and service delivery. It further indicates that public procurement reform is an independent variable, conceptualised in terms of regulatory reform, cultural reform and organisational norms reform, while service delivery is a dependent variable. Departmental coordination acts as a moderator in the context of public procurement reform by facilitating communication, identifying issues and maintaining standards.

1.



4. METHODOLOGY

The research used an explanatory cross-sectional design. In research where the goal is to explain relationships between variables, an explanatory research design is employed (Forza, 2002; Saunders et al., 2016). This study's explanatory research design was considered significant because it aims to investigate the relationship between PPR and SD under the moderating role of departmental coordination. Data were collected from 270 respondents in Dodoma region in Tanzania through a semi structured questionnaire. With reference to sample selection, stratification sampling was conducted to select a sample size and this ensured an equal representation of all procurement registration categories. Finally, data were analyzed using SEM PLS through the use of SmartPLS Version 4.1.1.2 Software.

5. RESULTS AND DISCUSSION

5.1 Measurement Model Assessment

The measurement model was assessed using four criteria: indicator reliability, internal consistency reliability, convergent validity, and discriminant validity.

5.1.1 Indicator Reliability

The measurement model demonstrates acceptable to strong indicator reliability across most constructs. Although a few items (OC2 and SD5) fall slightly below the ideal threshold of 0.7, with loadings of 0.694 and 0.680, respectively, these values are still acceptable in exploratory studies if the reliability and validity of the constructs are not compromised, and hence they were retained. Generally, most indicators exceed the recommended threshold, while a few that fall slightly below the recommended threshold were retained because the composite reliability and AVE remained in the acceptable range,

5.1.2 Internal Consistency Reliability

Findings as indicated in Table 1, show that all constructs display Cronbach's alpha values ranging from 0.782 to 0.814, and composite reliability values (rho_A and rho_c) between 0.86 and 0.87, fitting within the suggested range of 0.70 to 0.90 for high reliability and below 0.95 to indicate redundancy among indicators. Values within this range suggest that the indicators are adequately correlated to assess the same construct, yet not so high as to be considered redundant. Composite Reliability, was preferred in this study for its consideration of indicator loadings, also requires values above 0.7 to indicate good reliability.

Table 1: Construct Reliability

	Cronbach's alpha	Composite reliability (rho_A)	Composite reliability (rho_c)
OC	0.794	0.791	0.866
ON	0.785	0.790	0.861
RR	0.782	0.789	0.860
SD	0.814	0.817	0.871

Source: Field Data(2025)

5.1.3 Convergent Validity

The AVE was used to test convergent validity, which should be at least 0.50, meaning that the construct explains half or more of the variance of its indicators. Findings presented in Table 2 indicate that AVE values range from 0.575 to 0.619 (OC 0.619, ON 0.607, RR 0.606, and SD 0.575), indicating that all constructs meet the recommended threshold and therefore demonstrate acceptable convergent validity.

Table 2: Convergent Validity

Construct	Average variance extracted (AVE)
Organizational Culture	0.619
Organizational Norms	0.607
Regulatory Reforms	0.606
Service Delivery	0.575

Source: Field Data(2025)

5.1.4 Discriminant Validity

Discriminant validity ensures that each construct in the model is empirically distinct from the others. A commonly recommended approach in PLS-SEM is the Heterotrait-Monotrait Ratio (HTMT) of correlations (Henseler et al., 2015). HTMT values below 0.85 indicate adequate discriminant validity, particularly when constructs are conceptually similar.

Organisational culture reform and organisational norm reform constructs are conceptually linked. A correlation of 0.449 indicates a moderate relationship, which is theoretically expected, as norms are frequently influenced by culture. Given the conceptual similarity between organisational culture reform and organisational norm reform, a more stringent threshold of 0.85 (rather than 0.90) is suitable to maintain discriminant validity while accounting for anticipated conceptual overlap (Hair et al., 2021). Additionally, departmental coordination shows stronger correlations with service delivery (SD = 0.789) and organisational norms reform (ON = 0.657), indicating their theoretically rational connections. Therefore, a threshold of 0.85 is most appropriate for conceptually similar constructs. Regulatory Reforms (RR) shows a moderate correlation with all constructs, reflecting its pervasive impact on organisational processes, as presented in Table 4.6.

Table 3: HTMT Ratio Correlation

Construct	DC	OC	ON	RR	SD
Organizational Culture	0.359				
Organizational Norms	0.657	0.449			
Regulatory Reforms	0.561	0.475	0.639		
Service Delivery	0.789	0.480	0.793	0.719	

Source: Field data(2025)

5.2 Structure Model Assessment

Once the psychometric properties of the measurement model were established to meet the required threshold, the analysis proceeded to the evaluation of the structural model to test the hypothesised relationships.

5.2.1 Coefficient of Determination (R^2)

The R^2 value represents the proportion of variance in the endogenous construct (Service delivery) explained by its predictors in the structural model. In this study, after accounting for the moderating effects of departmental coordination on organisational culture reform, regulatory reform and organisational norms reform, the moderated R^2 for service delivery is 0.622, as indicated in Table 4

This indicates that approximately 62.2% of the variance in service delivery is accounted for by the predictors and their interactions, reflecting substantial explanatory power in social science research contexts (Hair et al., 2022).

Table 4: Coefficient of Determination (R^2)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
SD	0.622	0.636	0.043	14.496	0.000

Source: Field Data(2025)

5.2.2 Measuring Effect Size

The analysis of moderated effect sizes in Table 5 provides important insights into how departmental coordination interacts with different organisational reform initiatives to influence service delivery. The moderating effect of departmental coordination and organisational culture reform on service delivery ($DC \times OC \rightarrow SD$) is negligible ($f^2 = 0.017$), indicating that although coordination meaningfully shapes the impact of culture reform on service delivery, its contribution is negligible compared with the direct influence of the reforms themselves.

In contrast, the interaction between departmental coordination and organisational norms reform ($DC \times ON \rightarrow SD$) shows a small effect size ($f^2 = 0.020$), indicating that departmental coordination plays a critical role in amplifying the effectiveness of norms reform in enhancing service delivery. Notably, the interaction between departmental coordination and regulatory reform ($DC \times RR \rightarrow SD$) shows no effect on service delivery ($f^2 = 0.002$), indicating that coordination mechanisms do not influence the relationship between regulatory reforms and service delivery, likely because such reforms are externally mandated or rigidly structured.

Table 5: Effect Size

Moderation	Effect Size	Effect category
DC x OC -> SD	0.017	Negligible
DC x ON -> SD	0.020	Small
DC x RR -> SD	0.002	No effect

Source: Field Data(2025)

5.2.3 Predictive Relevance

Running the moderated predictive relevance analysis was essential to determine whether including the moderating variable which is in our case departmental coordination enhanced the model's ability to predict service delivery outcomes.

The Q^2 value assesses whether the model can accurately forecast outcomes beyond the data used for estimation. The findings presented in Table 6 reveal a positive Q^2 (0.588). The results confirmed that the model retained modest predictive relevance after the moderation was introduced, indicating that the interaction between departmental coordination and public procurement reforms adds meaningful predictive value.

In line with the recommendations of Hair et al. (2022), this outcome underscores the importance of assessing predictive relevance in moderated models to ensure the theoretical validity and practical applicability of research findings.

The RMSE and MAE values provide additional confirmation of predictive quality. Both are error-based measures, with lower values indicating higher predictive accuracy. The relatively moderate RMSE (0.647) and MAE (0.507) suggest that the prediction errors are low and acceptable, further implying that the model performs better in estimating the actual behaviour of service delivery. The proximity also confirms that there are no extreme deviations in predictive accuracy across the sample, thereby supporting model stability.

Table 6: Moderated Predictive Relevance

	$Q^2_{predict}$	RMSE	MAE
SD	0.588	0.647	0.507

Source: Field Data(2025)

5.2.4 Path Coefficient Assessment

The hypotheses were tested using the path coefficients estimated in the structural model within SmartPLS-SEM. Statistical significance was assessed using a two-tailed test, applying the conventional thresholds of a t-value of 1.96 or higher and a p-value of 0.05 or lower. The bootstrapping procedure was run with 10,000 resamples. It is suggested that path coefficients in the structural model ranging from 0 to .10, .11 to .30, .30 to .50, and > .50 are indicative of weak, modest, moderate, and strong effect sizes. Overall, the hypothesis test results were presented in Table 7.

Table 7: Path Coefficient Results

Hypothesis	Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Decision
H1	RR -> SD	0.220	0.221	0.051	4.283	0.000	Accepted
H2	OC -> SD	0.111	0.108	0.044	2.510	0.012	Accepted
H3	ON -> SD	0.238	0.243	0.058	4.101	0.000	Accepted
H4	DC x RR -> SD	0.033	0.025	0.047	0.696	0.487	Rejected
H5	DC x ON -> SD	-0.101	-0.098	0.048	2.121	0.034	Accepted
H6	DC x OC -> SD	-0.106	-0.100	0.050	2.134	0.033	Accepted

Source: Field Data(2025)

Key:

H1: Regulatory reform has a significant and positive effect on Service Delivery.

H2: Organizational culture reform has a significant and positive effect on service delivery

H3: Organizational norm reforms has a significant and positive effect on service delivery

H4: Departmental coordination significantly and positively moderates the relationship between regulatory reform and service delivery

H5: Departmental coordination significantly and positively moderates the relationship between organisational culture reform and service delivery

H6: Departmental coordination significantly and positively moderates the relationship between organisational norm reform and service delivery

5.2.4 Regulatory Reform and Service Delivery

To assess the hypotheses, the significance of the structural paths was examined through a bootstrapping procedure in Smarts-SEM 4.1.1.2. The analysis used a two-tailed test with a t-value threshold of 1.96, a significance level of 0.05, and 10,000 bootstrap resamples. The results, as presented in Table 7, indicate that Regulatory Reform (RR) has a positive and significant direct effect ($\beta = 0.220$, $t = 4.283$, $p = 0.000$) on service delivery.

5.2.4 Organisational culture reform and Service Delivery

To assess the hypotheses, the significance of the structural paths was evaluated using bootstrapping in SmartPLS-SEM 4.1.1.2. The analysis employed a two-tailed test with a t-value threshold of 1.96, a significance level of 0.05, and 10,000 bootstrap resamples. The results, as presented in Table 4, show that Organisational culture reform has a positive but weakly significant direct effect on service delivery ($\beta = 0.111$, $t = 2.510$, $p = 0.012$), suggesting that shared values and practices shape service delivery.

5.2.5 Organisational Norms Reform and Service Delivery

To assess the hypotheses, the significance of the structural paths was examined using a bootstrapping procedure in SmartPLS-SEM 4.1.1.2. The analysis used a two-tailed test with a t-value threshold of 1.96, a significance level of 0.05, and 10,000 bootstrap resamples. The results, as presented in Table 7, show that Organisational Norms Reform (ON) has a positive, moderate, and significant direct effect on service delivery, with a coefficient of 0.238, a t-value of 4.101, and a p-value of 0.001. The findings confirm the third hypothesis and indicate that adherence to established norms and expectations plays an important role in shaping service delivery practices.

5.2.4 Departmental Coordination Moderating Role on Regulatory Reform and Service Delivery

The study tested the moderating role of departmental coordination in the relationship between regulatory reform and service delivery. This was intended to test hypothesis (H4), which states that departmental coordination positively moderates the relationship between regulatory reform and service delivery.

To test the hypothesis, structural path analysis was conducted using bootstrapping in complete slower mode with 10,000 resamples and a two-tailed test, yielding the statistical information presented in Table 7. The findings indicate that the moderating role of departmental coordination in the relationship between regulatory reform and service delivery is positive but not significant ($\beta = 0.033$, $p = 0.487$). This implies that departmental coordination does not change how regulatory reform affects service delivery.

5.2.5 Departmental Coordination Moderating Role on Organisational Culture Reform and Service Delivery

The study tested the moderating role of departmental coordination in the relationship between organisational culture reform and service delivery. This test addressed hypothesis (H5), which states that departmental coordination positively moderates the relationship between organisational culture reform and service delivery.

To evaluate the hypothesis, structural path analysis was conducted using a bootstrapping process in complete slower mode with 10,000 resamples, two-tailed, to provide the statistical information. Table 7 shows that departmental coordination negatively and significantly moderates the relationship between organisational culture reform and service delivery, with a modest but significant effect on service delivery ($\beta = -0.106$, $t = 2.134$, $p = 0.033$).

This suggests that as departmental coordination strengthens, the positive effect of organisational culture reform on service delivery diminishes. Specifically, it indicates that stronger departmental coordination mechanisms characterised by rigid procedures, excessive formalisation, or centralised decision-making may unintentionally weaken the positive contribution of organisational culture reform, which calls for collaboration, flexibility, and innovation.

5.2.6 Departmental Coordination Moderating Role on Organizational Norms Reform and Service Delivery

The study tested the moderating effect of departmental coordination on organisational norm reform. This test addressed hypothesis (H6), which states that departmental coordination positively moderates the relationship between organisational norm reform and service delivery. To test the hypothesis, structural path analysis was conducted using bootstrapping in complete slower mode, with 10,000 resamples and a two-tailed test, to provide the statistical information shown in Table

7.

The moderation results show that the moderating role of departmental coordination in the relationship between organisational norms reform and service delivery has a negative and statistically significant effect ($\beta = -0.101$, $t = 2.121$, $p = 0.034$).

This further clarifies that departmental coordination significantly moderates the relationship between organisational norms reform and service delivery, but in the opposite direction to what was hypothesised.

The negative coefficient indicates that as departmental coordination increases, the effects of organisational norms reform on service delivery decline. When coordination becomes stronger, particularly when it is highly formalised or centralised, it may inevitably affect the influence of shared norms, such as trust and accountability, on service delivery.

6. CONCLUSION

The findings suggest that changes to procurement legislation, regulations, and compliance contribute to greater transparency, accountability, and efficiency in procurement processes, ultimately improving service delivery. The results further imply that effective service delivery is not only about having procurement regulations; they must be implemented and enforced. This conclusion aligns with the Institutional Theory prediction about the effects of formal institutions on organisations. The findings further suggest that organisational culture plays an important role in improving service delivery in public procurement organisations. A culture that embraces cooperation, integrity, innovation, trustworthiness, and dedication to organisational objectives will significantly contribute to successful service delivery and overall organisational performance. This means that procurement reforms will achieve their intended purpose only if they are accompanied by organisational cultures that encourage employees to adopt them and pursue organisational goals together. The study further affirms the importance of Institutional Theory in understanding service delivery. Adopting organisational norms is important for improving service delivery. Organisational values, ethical behaviour, accountability, and employee dedication create an enabling environment for the effective implementation of purchasing and service processes. According to the results, departmental coordination does not affect the link between regulatory reform and service delivery. In other words, regulatory reforms can improve service delivery regardless of the extent of departmental coordination. These findings suggest that overly formalised coordination processes can impede a positive organisational culture that requires mutual trust, flexibility, cooperation, and shared values. Accordingly, coordination processes should be structured so they do not hinder organisational culture. The public entity needs to balance coordination with organisational flexibility. Although coordination is expected to enhance organisational performance, excessively high levels of coordination may create procedures and controls that limit the flexibility and autonomy needed for organisational norms to develop. The findings showed that departmental coordination significantly moderates the relationship between organisational norm reform and service delivery.

7. RECOMMENDATIONS

The study's findings offer critical insights into how public procurement reforms and departmental coordination jointly shape service delivery within public institutions.

Government institutions should recognise that regulatory reforms can improve service delivery independently and consistently, even without strong coordination effects.

Leaders should adopt coordination mechanisms that complement existing norms and culture rather than replace them. For instance, rather than imposing top-down reporting systems, departments can use horizontal communication platforms, joint performance reviews, and shared digital dashboards to promote transparency and teamwork without disrupting informal coordination patterns.

Training programmes should emphasise interpersonal communication, problem-solving, and conflict resolution, enabling staff to coordinate effectively across departments while preserving their professional identity

Donor-funded reform programs should also provide technical assistance in change management and organizational learning, helping departments harmonize reforms without losing the informal strengths embedded in their norms and culture.

8. AREA FOR FURTHER STUDIES

Confining the study to Dodoma has certain limitations. Public institutions in other regions of Tanzania may operate under different conditions shaped by variations in resource availability, administrative capacity, infrastructure, and local socioeconomic contexts. As a result, procurement practices and service delivery outcomes may differ across regions.

Contextually, service delivery is influenced by broader contextual factors, including political stability, economic conditions, citizen expectations, and public policies. These external factors were not included in the study, which limits the ability to fully capture all determinants affecting service delivery outcomes. Incorporating these variables in future research would provide a more holistic understanding of the dynamics at play.

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