FACTORS INFLUENCING THE EFFECTIVENESS OF THE TENDERING PROCESS IN PUBLIC INSTITUTIONS: A CASE OF MAASAI MARA UNIVERSITY

BY

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AUGUST 2018
DECLARATION
This research project is my original work and has not been presented to any other examination body. No part of this research should be reproduced without my consent or that of The Management University of Africa.

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ADMISSION NUMBER:

ODL/BML/6/00240/2/2015

Sign...........................................

Date...........................................

Declaration by the Supervisor

This research project has been submitted for defense with my approval as the Management University of Africa

Sign...........................................

Date...........................................

Mr. Tom Kawino

Lecturer: Supervisor.
DEDICATION
I dedicate this research project to my parents Mr. and Mrs. Irungu and my siblings; Samwel and Virginia for their moral support towards writing of this project.
The tendering process is a matter of concern for many public organizations and if not well managed it is a costly affair to the State. The main purpose of this survey was to make an evaluation on factors that influence effectiveness in the tendering process. The specific objectives of the study were: To establish the influence of duration taken to complete the tender process, ethical practices, training of employees and the use of Information Communication and Technology (ICT) in the effectiveness of tendering process in Public Institutions. The study used the descriptive survey design. The target population were all the 100 permanent employees in the accounts and procurement departments. The study used a census sampling design where all the respondents in the target population were used in the study. The questionnaire was used as the main primary data collection instrument. The questionnaire was self-administered to the respondents which ensured that the process took the shortest time, possible. The data was analyzed using descriptive statistics of means, frequencies and percentages and was presented by use of tables. Based on the findings from the study, it was concluded that, for there to be effectiveness in the tendering process the public institutions have a challenge with the procurement process. It has been noted that among the factors affecting the effectiveness of the tendering process is the low level of education and skills of the employees. The study concluded that performance of the tendering process depends on the education level of the employees. The study also established that the tendering process is affected by the slow procedures which make the process too long and hence create delays that make the process ineffective. The respondents were noted to have limited knowledge in procurement process and this affected the effectiveness of the process. In general there is need for the public institutions to ensure that the employees in the procurement process to be trained on the procurement policies in order to instill the required procurement ethics which will make the procedures more professional. From the results of the study, the researcher made the following recommendations; the study recommends that the public institutions should ensure that for there to be effectiveness in the tendering process then the duration taken must be minimized. This can be achieved by ensuring that the people involved in the process have the skills and knowledge required. Ethics is an important aspect of the procurement process, the study recommends that the university should ensure that unethical issues such as tribalism are removed from the procurement process to ensure that the process is effective. There is need for the employees involved in the procurement process to be trained so as to ensure they have the relevant skills and knowledge to handle procurement issues. The use of ICT in the procurement process is recommended where there is need to have effectiveness. ICT helps to make the process effective and efficient therefore there is need to integrate it fully in the management of the tendering process.
# TABLE OF CONTENTS

DECLARATION .................................................................................................................................................. i

DEDICATION .................................................................................................................................................. iii

ABSTRACT ...................................................................................................................................................... iv

LIST OF FIGURES .......................................................................................................................................... ix

ABBREVIATIONS AND ACRONYMS ........................................................................................................... x

OPERATION DEFINITION OF TERMS ........................................................................................................ xi

CHAPTER ONE ................................................................................................................................................ 1

1.0 Introduction of the Study ............................................................................................................................ 1

1.1 Background to the Study ........................................................................................................................... 1

1.2 Statement of the Problem .......................................................................................................................... 4

1.3 Objective of the Study ............................................................................................................................... 5

1.4 Specific Objectives ................................................................................................................................... 5

1.5 Research Questions .................................................................................................................................. 6

1.6 Significance of the Study .......................................................................................................................... 6

1.7 Limitations of the Study ........................................................................................................................... 6

1.8 Scope of the Study ................................................................................................................................... 7

CHAPTER TWO ............................................................................................................................................... 8

LITERATURE REVIEW ................................................................................................................................... 8

2.1 Introduction ............................................................................................................................................... 8

2.2 Review of Related Literature .................................................................................................................... 8

2.3.1 Tenders in Public Institutions ............................................................................................................... 12

2.3.3 Duration Taken in Tendering Process in Public Institutions ............................................................... 16

2.3.4 Ethical Practices and Its Influence in Tendering Process in Public Institutions ...... 17
2.3.5 Training of Employees Involved in Tendering Process in Public Institutions .......21
2.3.6 The use of ICT in Tendering Process in Public Institutions..................................22
2.4 Conceptual Framework.................................................................................................24
2.5 Summary and gaps in the literature...............................................................................25
CHAPTER THREE ..................................................................................................................26
RESEARCH METHODOLOGY ...............................................................................................26
3.1 Introduction .....................................................................................................................26
3.2 Research Design .............................................................................................................26
3.3 Target Population and Location ....................................................................................26
3.4 Sample Size and Sampling Procedure .........................................................................26
3.5 Data Collection Instruments and Procedures ...............................................................27
3.6 Data Collection Procedure ............................................................................................27
3.7 Data Analysis Methods ..................................................................................................27
CHAPTER FOUR ....................................................................................................................29
DATA ANALYSIS, PRESENTATION AND INTERPRETATION ...........................................29
4.1 Introduction .....................................................................................................................29
4.2 Demographic Characteristics of the Respondents .......................................................29
4.2.1 Gender of Respondents .............................................................................................29
4.2.2 Age of Respondents ..................................................................................................30
4.2.3 Level of Education of Employees ............................................................................30
4.2.4 Income of the Respondents ......................................................................................31
4.2.5 Employees Involved in Tendering Process ...............................................................32
4.3 Effectiveness in Tendering Process ..............................................................................33
4.3.1 Use of Public Procurement Procedures ....................................................................34
4.3.2 Effect of Tendering on the Organizational Financial Aspect ........................................ 35
4.4 Duration Taken in Tendering Process ........................................................................... 35
4.4.1 Management of the Tendering Process .................................................................... 36
4.5 Ethical Practices in Tendering Process ........................................................................ 37
4.5.1 Value Added in Tendering Process .......................................................................... 38
4.5.2 Time Wasting in Tendering Process ...................................................................... 38
4.5.3 Opinion of Freeness and Fairness .......................................................................... 39
4.6 Employee Training and the Tendering Process ............................................................. 39
4.6.1 Training and Performance in Tendering Process ..................................................... 40
4.7 Use of ICT in Tendering Process .................................................................................. 40
4.7.1 Availability of ICT Specialists ................................................................................ 41
4.7.2 Use of ICT in Tendering Process .......................................................................... 42

CHAPTER FIVE ......................................................................................................................... 43
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS .......................................................... 43
5.1 Introduction ..................................................................................................................... 43
5.2 Summary of Findings .................................................................................................... 43
5.3 Conclusions of the Study ............................................................................................. 46
5.4 Recommendations ......................................................................................................... 46
REFERENCES ......................................................................................................................... 48
APPENDICES .......................................................................................................................... 51
Appendix I: Introduction Letter .......................................................................................... 51
LIST OF TABLES

Table 4.1 Ages of Respondents........................................................................................................30
Table 4.2 Income of the Respondents...............................................................................................32
Table 4.3 Effectiveness of Tendering Process....................................................................................34
Table 4.4 Use of Public Procurement Process ................................................................................34
Table 4.5 Effect of Tendering on the organizational financial aspect.............................................35
Table 4.6 Duration taken in Tendering Process ...............................................................................36
Table 4.7 Management of Tendering process ..................................................................................37
Table 4.8 Ethical Practices in Tendering Process ............................................................................37
Table 4.9 Value of Tendering...........................................................................................................38
Table 4.10 Time Wasting in Tendering Process ..............................................................................38
Table 4.11 Opinion on Freeness and Fairness ................................................................................39
Table 4.12 Training of employees on tendering process ................................................................40
Table 4.13 Computers Availability ....................................................................................................41
Table 4.14 ICT Specialists ...............................................................................................................41
Table 4.15 Use of ICT in Tendering ...............................................................................................42
LIST OF FIGURES

Figure 2.1: Conceptual framework ................................................................. 24
Figure 4.1 Gender of the respondents ......................................................... 29
Figure 4.2 Level of Education ...................................................................... 31
Figure 4.3 Employees Involvement in Tendering Process ............................ 33
**ABBREVIATIONS AND ACRONYMS**

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>CIPS</td>
<td>Chartered Institute of Purchasing and Supply Management</td>
</tr>
<tr>
<td>EAPSEA</td>
<td>East Africa Procurement and supply East Africa</td>
</tr>
<tr>
<td>GOK</td>
<td>Government of Kenya</td>
</tr>
<tr>
<td>PPADA</td>
<td>Public Procurement and Disposal Act 2005.</td>
</tr>
<tr>
<td>PPAB</td>
<td>Public Procurement Appeals Board</td>
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<td>PPOA</td>
<td>Public Procurement Oversight Authority</td>
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<td>PPR</td>
<td>Public Procurement Reforms</td>
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<tr>
<td>ROK</td>
<td>Republic of Kenya</td>
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<tr>
<td>TC</td>
<td>Tender Committee</td>
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<td>WB</td>
<td>World Bank</td>
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OPERATION DEFINITION OF TERMS

Duration of tendering - Refers to time taken to undertake tendering to its conclusion.

Effectiveness of Tendering - This is the process of ensuring that the best applicant of the Tender is selected at minimum cost and time in an objective manner.

Information and Communication Technology Use - Means use of computer and computer software in tendering process.

Record Management - Means to preserve accurate data on tendering process in a safe way and easy to retrieve in future for reference.

Unethical Practices - Refers favoritism in tendering process due to nepotism, Tribalism and political interference that denies the lowest or the bidder the opportunity.

Tendering - the process involved in selecting a supplier for goods or for a contract to be undertaken by an organization.
CHAPTER ONE
1.0 Introduction of the Study
This chapter discusses the background of the study, statement of the problem; purpose of the study, objectives of the study; research questions; significance of the study; scope of the study; assumption of the study; limitations of the study.

1.1 Background to the Study
Open Procurement frequently constitutes the biggest local market in creating nations. Contingent upon how it is dealt with, the general population acquisition framework would thus be able to add to the financial advancement of these nations. Public Procurement Oversight Authority (PPOA, Procurement Manual-General Procurement anual. PPOA, 2012). Open obtainment is the key means through which governments address formative issues, for example, the arrangement of physical foundation and the supply of fundamental drugs (PPOA, Procurement Manual-General Procurement annual. PPOA, 2012). Once more, numerous legislatures utilize Public Procurement to help the advancement of local ventures, defeat provincial financial irregular characteristics, and bolster minority or burdened networks. The deployment of the Public Procurement officers to pursue procurement development goals entails governmental exercise of enormous discretion; Public Procurement is often an extremely controversial subject matter (Worldbank, Public Sector Reform: What works and what doesn’t? An Independent Evaluation Group of the World Bank., 2007).

People in general Procurement Tendering Systems in Kenya has developed from an unrefined framework with no direction to a deliberate lawfully controlled Procurement System. The governments Procurement framework was initially contained in the provisions manual of 1978 which was supplemented by booklets that were issued occasionally by the treasury. (GOK, Guidelines on execution contracting in the Public Service. , 2010).
The Director of Government Supply Services was in charge of guaranteeing the correct recognition of the arrangements of the Manual. The manual made different delicate sheets for settling of tenders and their honors (PPOA, Procurement Manual-General Procurement annual. PPOA, 2012).

A survey of the country’s open acquisition offering frameworks was embraced in 1999 and set up that, there was no uniform acquirement offering framework for people in general segment as a whole. It did not have authorizations or punishments against a man who ruptured the directions in the provisions Manual, other than interior disciplinary action (GOK, Guidelines on execution contracting in the Public Service, 2010). Thus utilization of the tenets was not strict and a large number of the standards were not taken after, the Supplies Manual did not cover acquisition of works, the debate settlement systems identifying with the honor methodology as set out in the Manual were feeble and questionable for guaranteeing reasonableness and straightforwardness, Records of acquirement exchanges much of the time were observed to be off base or deficient or missing, which prompted doubts of deceptive dealings at the delicate loads up (GOK, Guidelines on execution contracting in the Public Service, 2010).

The framework had other institutional shortcoming that don't just undermine its ability for completing their commands viably yet additionally prompted an open division was not getting most extreme incentive for cash spent on acquirement. In view of the above shortcomings it was found necessary to have a law to govern the Procurement tendering system in the Public sector and to establish the necessary institutions to ensure that all procurement entities observe the provisions of the law for the purpose of attaining the objectives of an open tender system in the sector (Worldbank, Governance, growth for a prosperous Kenya: Country, 2007).
Consequently the establishment of the Exchequer and Audit (Public Procurement) Regulations 2001 which created the Public Procurement Directorate (PPD) and the Public Procurement Complaints, Review and Appeals Board (PPCRAB) (PPOA, Procurement Manual-General Procurement annual. PPOA, 2012).

People in general acquisition and Disposal Act, 2005 was established and it wind up operational on January, 2007 with the gazettment of the Public Procurement and Disposal controls (PPARB) (GOK, Guidelines on execution contracting in the Public Service, 2010). The reason behind these ACTs and bodies being formed was to ensure that the procurement process was conducted to the best interest of all the parties involved. It is also important to note that, in the past the quality of service delivery in Public entities was wanting.

The quality of service in the Kenya Public Sector was very low prior to 2003 due to inadequate accountability and responsibility, as well as poor governance (Worldbank, Governance, growth for a prosperous Kenya: Country Assistance Strategy Progress Report - 2004-2008, 2007). Poor administration of the general population resources prompted a relatively add up to fall of foundation, decrease in efficiency and an expansion in destitution (near 56% of the populace were living with salary of under US$2 per day). Some open h irelings would likewise not take care of their obligations determinedly Where designs were available, there was no viable execution and checking framework (GOK, Guidelines on execution contracting in the Public Service, 2010).

The absence of responsibility was caused by an authoritative culture described by negative qualities among staff. There was generally low teach in administration and a portion of the endeavors that were beforehand fruitful went into liquidation such as, Kenya Cooperative Creameries, Uchumi super market and Kenya National Assurance . This was a time that the government needed a turnaround not only to county councils but the whole system of government.
More coordinated planning, implementation and close monitoring of government tendering was necessary (Akech, 2011). This has unfavorably affected the rate and nature of advance in understanding the destinations of national improvement, particularly in creating and progress nations. Because of the absence of acquisition morals; numerous open acquirement exercises experience the ill effects of disregard, absence of course, poor co-appointment, absence of open rivalry and straightforwardness, contrasting levels of debasement and in particular not having a unit of prepared and qualified obtainment masters, who are able to lead and oversee such acquirements, in an expert, opportune and financially savvy way (GOK, Public Officer Ethics Act. Nairobi, Government Press., 2006) Finally, impact of ICT Organizations today keep on facing business related issues like accumulation of auspicious dependable and exact data, preparing, putting away, and recovery for basic leadership and control of the association.

The everyday presence of acquirement is particularly characterized by developing acquisition volumes because of more prominent centralization of business on center abilities, globalization of obtainment markets, developing business sector elements and in addition the ever shorter item lifecycle. Looked with tight spending plans and a resigning workforce, the present government offices are working in a situation characterized by the need to 'accomplish more with less'. Inflexible and bureaucratic systems of procurement contribute to unacceptable contract delays and increased costs (Daeli, 2010).

1.2 Statement of the Problem

In spite of learning in the offering forms out in the open substances as indicated by Public obtainment and Disposal Act (PPOA, open procurement and disposal act, 2010). Little has been done to break down the variables affecting the offering procedure in Public area regarding tribalism, governmental issues, nepotism, postponements and wastefulness.
Despite the fact that in 2003, the GOK started actualizing changes to address wastefulness in the utilization of Public assets and feeble foundations of administration. The changes incorporated the advancement of hostile to debasement methodologies to encourage the battle against defilement and the institution of the Public Officer Ethics Act 2003, the Ant-Corruption and Economic Crime Act, the Financial Management Act 2004, and the Public Procurement and Disposal Act 2005 (GOK, Guidelines on execution contracting in the Public Service, 2010). The point was to influence the obtainment to process more straightforward, guarantee responsibility and lessen wastage of open assets among others.

There are weak oversights institutions, lack of transparency, poor linkages between procurements and expenditures, delays and inefficiencies, poor records management, bureaucracy, rampant corruption, Political interests (Akech, 2011). Base up way to deal with the advancement of institutional components for considering responsible the local execution of universal administrative basic leadership is additionally missing henceforth the need to research on the factors that influences the Tendering processes in the Public Institutions with reference to Maasai Mara University MMU).

1.3 Objective of the Study
The principle Purpose of the investigation was to investigate the factors influencing the effectiveness in tendering process in public institutions with reference to Maasai Mara University with the aim of establishing how to make the whole process as effective as possible.

1.4 Specific Objectives
i. To determine whether duration taken in tendering influence effectiveness of tendering Process in Public Institutions.
ii. To establish whether ethical practices influence the effectiveness of tendering process in Public institutions.
iii. To establish how training of employees influence the effectiveness of tendering process in Public institutions.

iv. To determine the extent to which ICT usages in tendering influence effectiveness of tendering process in Public institutions.

1.5 Research Questions

i. To what extent does duration taken in tendering influence effectiveness of tendering Process in Public Institutions?

ii. What is the effect of ethical practices in the effectiveness of tendering process in Public Institutions?

iii. What is the effect of training of employees in the effectiveness of tendering Process in Public Institutions?

iv. What is the effect of ICT usage in tendering effectiveness of tendering process in Public Institutions?

1.6 Significance of the Study

The study findings are expected to greatly benefit the procurement officers in the management of the procurement process and the GOK as it shall give some portion of the proof to aid the correction of Procurement approaches for Procurement Profession with respect to the offering forms in Public Sector. The examination discoveries are likewise anticipated that would increase the value of the assemblage of information and understanding the offering procedure in Public elements especially out in the open organizations. This will be gainful to analysts who might need to look into additional around there.

1.7 Limitations of the Study

Since most of the respondents had limited knowledge in procurement however, the researcher relied on their data and the response from the procurement officer, and the stores assistant to make clarifications on matters of interest in tendering. The study used only one instrument to collect data the questionnaire, this might have limited the amount of data that was collected and the fact that it denies the respondents the opportunity to give their experiences and elaborate on issues of
concern to them. The researcher however ensured that the questionnaire was comprehensive, simple and provided space where they could elaborate on various points.

1.8 Scope of the Study
The study was confined to Maasai Mara University (MMU) in Narok County. The study focused on the factors affecting the tendering process in Maasai Mara University. The literature review only covered the areas related to the objectives of the current study. The analysis focused on the opinions of the respondents as provided on the questionnaire used in the study. The study was conducted within a period of 3 months starting from March 2018 to July 2018.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
In this chapter literature review on factors influencing effectiveness of tendering process in public institution is discussed, it also presents gaps to be filled by the study and the conceptual framework

2.2 Review of Related Literature
Procurement is not simply the act of buying but encompasses a complex range of operational, business, information technology, safety and risk management, and legal systems, all designed to address an institution’s needs (Worldbank, Public Sector Reform: What works and what doesn’t? An Independent Evaluation Group of the World Bank., 2007).

Successful purchasing for hotels is a collaborative process, involving people with skills in purchasing, finance, management, hotel specialties, quality control, and even the end beneficiaries the customers. An effective purchasing process ensures the availability of the right drugs in the right quantities, available at the right time, for the right patient and at reasonable prices, and at recognizable standards of quality (Worldbank, Public Sector Reform, 2008).

One of the essential principles of obtainment is that at last, it is vital to think as far as the aggregate cost of possession. This incorporates the price tag, as well as time and assets that are used in the quest for the possession. By understanding the means required with the acquisition it is conceivable to show signs of improvement comprehension of the genuine cost required with accomplishing any great or administration (GOK, Public Officer Ethics Act. Nairobi, Government Press. , 2006). Numerous open acquirement exercises experience the ill effects of disregard, absence of course, poor coordination, absence of open rivalry and straightforwardness, contrasting levels of defilement and above all not having a unit of prepared and qualified acquisition experts, who are skillful to oversee such procurement, in an expert, auspicious and financially effective way (ROK, Public Officer Ethics Act. , 2005).
Unbendable and bureaucratic frameworks of acquisition add to unsuitable contract delays and increased costs. It is also noted that the majority of the hotels almost exclusively monitor financial dimensions of performance with little or no attention being paid to non-financial or determinant dimensions (Masime, 2007). In particular, it has been suggested that, the hotel industry appears to concentrate on financial measures (Degan, 2001). The work of (Daeli, 2010) suggests that financial measures are prominent, but not dominant, in a hotel general managers’ decision making. Businesses measure their performance in financial terms, profit, and turnover. Nevertheless, these measures alone are no longer relevant for today’s managers. To remain competitive, firms now need to consider non-financial or operational results as measured by competitiveness (Degan, 2001).

Procurement can help give a practical upper hand by enhancing item execution and administration while at the same time diminishing expense, with a specific end goal to survive, administrators have started to reevaluate their aggressive needs and their esteem chain. Expanding numbers or association have perceived that successful acquirement holds the possibility to change their aggressive execution to improve things (GOK, Public Officer Ethics Act. Nairobi, Government Press., 2006). It is further noted in the Act that The importance attached to effective procurement process has increased not only because organizations realize that one dollar reduction in procurement process equals a one dollar increase in profit but also because of the tangible success of high visibility organizations as Toyota, Daimler Benz, Siemens, Philips, etc. who have each developed effective procurement and supply chain management as a core competence (Akech, 2011).

According to the basic principles of good procurement practice include accountability, where effective mechanisms must be in place in order to enable procuring entities spend the limited resources carefully, knowing clearly that they are accountable to members of the public; competitive supply, which requires the procurement be carried out by competition unless there are convincing reasons for
single sourcing; and consistency, which emphasizes the equal treatment of all bidders irrespective of race, nationality or political affiliation (Masime, 2007).

In order to meet today’s operating challenges, regional and local organizations are turning to ICT to enhance the services for residents, businesses and visitors, and improve internal efficiencies by lowering costs and increasing productivity and competitiveness (Kamau, 2003). Organizations are actualizing versatile correspondence foundations to advance monetary improvement, draw in new business and occupants, or more all, give fantastic administration to constituents in a successful and straightforward way while working under steady asset imperatives asset by receiving ICT (Worldbank, Governance, growth for a prosperous Kenya: Country, 2007).

According to (Akech, 2011) this method is called traditional because it has been in existence for a long time and has been the only choice available for most of clients of the construction industry for many years. Utilizing this strategy, the customers go into a concurrence with plan expert to really do the outline work and get ready contract reports. Following the fulfillment of this stage, the temporary worker is then designated in view of the proprietors criteria and the proprietor go into an agreement with fruitful contractual worker for the get together of the venture components. Basically, the customer is under two authoritative commitments: the outline proficient and the temporary worker. In order for the client to obtain a constructed facility, tenders from this type of procurement systems are invited in one of the following methods (Daeli, 2010). Open offering. This is a system that enable for all intents and purposes any temporary worker to present a delicate for the work. This technique includes either the customer or consultant(on benefit of the customer) setting an open notice giving a short portrayal of the work. Typically the customer will require a money store when contract reports are asked for (Akech, 2011).
Specific offering, this comprises of the customer drawing up a waitlist of temporary workers that are known to have the proper capability to do work palatably. Those temporary workers who look to be recorded are then requested further insights concerning their specialized capability, monetary standing, assets available to them and applicable experience. Pre-qualifying contractual workers who are on the rundown are welcome to deliberate (Akech, 2011). Arranged offering, this strategy is connected in a few or diverse settings, yet the embodiment is that tenders are gotten by the customer welcoming a solitary temporary worker of his/her decision to present a delicate for a specific task (GOK, Guidelines on performance contracting in the Public Service. , 2010).

Public Procurement and Disposal Act (2005) identifies some of the areas posing as challenges to the tendering process. In the act collusion in the tendering schemes is identified as one of the areas that impact negatively on the procurement process. According to World Bank Group 2007 collusion tendering takes a variety of common forms, including bid rotation competitors take turn being the lower bidder, complementary bidding where some competitors agree to offer unacceptable bids, bid suppression some agree not to bid, side payments or subcontracts some agree not to genuinely compete in exchange for payments or subcontracts the winner (Worldbank, Public Sector Reform: What works and what doesn’t? An Independent Evaluation Group of the World Bank., 2007).

World Bank Group(2007 noted that recent efforts to deter collusive arrangements through effective enforcement of relevant statutory provisions have taken two main forms .First, there are sanctions for culpable parties , including increasingly higher fines (both corporate and individual) as well as prison sentences and additional measures, such as suspension or debarment. Second, there are inducements for cartel participants to inform government competition agencies of wrong doing.
According to the World Bank report cartel members are encouraged to confess their activities and assist the authorities in prosecuting their fellow cartel members in exchange for amnesty. Since procurement personnel are the ones most likely to be in a position to observe behavior that may indicate the presence of collusion, it is important that they have training in, collusion of awareness. Research has also noted that the deterrence of collusion can be further strengthened by imposing a legal obligation on procurement officers to inform the enforcements authorities of apparent violations (GOK, Public Officer Ethics Act. Nairobi, Government Press. , 2006).

Another is to require contractors to certify that they have set their prices independently. Yet another involves the preparation of an internal estimate of the competitive-market cost of significant projects, as a benchmark to evaluate the possibility of collusive overcharges. Finally, the detection of bid rigging can also be facilitated by econometrics tools that can assist in the identification of suspicious bidding patterns (Degan, 2001).

**2.3.1 Tenders in Public Institutions**

Tendering is a Procurement Procedure whereby potential Suppliers are invited to make a Firm and unequivocal offer on the price and terms in which they will supply specified goods, Services or works which on acceptance shall be the basis of a subsequent contract (Koigi, 2011). Tendering is based on the principles competitiveness, fairness and accessibility, transparency, openness and probity. Universally, all open every single open substance are subjected to open offering dialect in Botswana is fundamentally the same as that utilized by the World Bank. The Botswana Ministry of Finance is the ministry responsible for government procurement of consulting work (Kamau, 2003).
Despite the fact that in the past the guidelines concerning acquirement were extremely convoluted and open to clashing understandings, in 2001 the (GOK, Public Officer Ethics Act. Nairobi, Government Press. 2006) se standards were rearranged and merged under one law general society Procurement and Asset Disposal Act (No 10 of 2001). Under this law, the Central Tender Boards were reconstituted as acquisition and resource Disposal Committees working inside the District managers however liable to the focal PP&ADB.

The main aim of the procurement policy in some African countries is to guarantee that the framework isn't corrupt. Nevertheless, arrangement of conceding of inclinations is allowed in the Botswana offering framework. As race is made light of as a factor in these nations, such inclinations don't rely upon race, handicap or gender. In Botswana the arrangement of inclination depends on whether the consultancy or contracting organization is possessed by Botswana residents. Only in the case of disasters or calamities are certain other preferences permitted: Section 66 of the Act makes provision for preferences to be made to specific, disadvantaged women's communities and regions and areas subject to occasional calamities (Koigi, 2011).

So as to fit the bill for the inclinations, specialists and contractual workers are required to enlist on independent specialist organization databases, and to get an enrollment number. Majority of governments in Africa recognizes 3 categories of tenders: restricted tender, tenders reserved for countries citizens, National competitive bid where citizens of other countries may bid but preference may be granted according to the shareholding or composition of the tendering consortium, open competitive bid where no reservation or preference is permitted and international competition is encouraged (Minahan and Degan, 2001).
Before being permitted to register as an independent consultant, a foreign national must have worked for 1 year in the country offering the bids. Just advisors and temporary workers who are enrolled with the PP these nations. All IT tenders are publicized on the administration site too. Government tenders are likewise distributed in the nearby daily papers (Jodie, 2004). The law directing Kenyan Public substances decision of Procurement Procedures in the Public Procurement and Disposal Act 2005 (PPOA, 2005). It requires Public elements to utilize open offering as the decision of acquisition methodology and just utilize an elective obtainment system in the midst of pressing need (Jodie, 2004). The Act of parliament came into activity on first January, 2007 following quite a while of abuse of Public subsidizes by acquisition substances.

It intends to expand economy and proficiency to advance Integrity and reasonableness of obtainment strategies, to build straightforwardness, and responsibility and to expand open trust in broad daylight systems. In Beijing, the foundation of reasonable, focused and straightforward offering and offering process is fundamental for showcase situated changes. In Kenya, the acquisition frameworks had other institutional shortcomings that not just undermined its ability for completing their commands successfully yet in addition prompted an open recognition that general society division was not most extreme incentive for cash spent on acquirement.

Open acquirement has, for long been dominated with wastefulness, defilement and negligence of key an incentive for cash contemplations. This has unfavorably affected the rate and nature of advance in understanding the goals of national improvement, particularly in creating and progress nations (Tinslay, 2008). Workers may neither take part in, nor give the presence of taking part in, exploitative or deceptive activities, both are harmful to people in general's impression of legitimate government.
As an administration worker, you may approach obtainment and other non-open data that could influence an agreement offer or the honor procedure (Degan, 2001). Inappropriate exposure of such ensured data could disregarded various laws, and additionally morals rules. It likewise could subject you to regulatory activities and in addition common or criminal punishments. Administration in contracting experts ought to guarantee that there is a critical obtainment work that strategies are set up to guarantee consistence with all applicable.

Authorities associated with acquirement must not make ill-advised utilization of their position (Akech, 2011). 3.2 Tendering Process in the Public Institutions. There are a few principle steps that are generally utilized as a part of the delicate procedure. Initial, Tender process is resolved, the association asking for the delicate will decide the sort of delicate that will be utilized and in addition that will be engaged with the delicate procedure. Second, ask for delicate is readied, the demand for delicate diagrams what is required, the legally binding prerequisite and how you ought to react. Thirdly, tenders are welcomed, the esteem, unpredictability and business classification decides how tenders are welcomed. Fourthly, providers react, you should first acquire all applicable documentation. At this stage it's vital to go to any set up your reaction and present your reaction in the correct development time and at the correct area (Jodie, 2010).

Different stages are fifth stage, this is the phase of assessment and choice, each delicate will be checked for consistence and if consistent the assessed against the criteria indicated in the delicate documentation. The delicate that offers best an incentive for cash will win the business. Six involvers notice and questioning, when an agreement has been granted, the effective offered will be educated in composing regarding the result .Unsuccessful offered are additionally exhorted and offered a questioning meeting (Kamau, 2003).
At last, contracts set up and oversaw: by and large a formal understanding will be required between the effective giver and the applicable University. This examination went for researching factors that makes this procedure inadequate (Kamau, 2003).

2.3.3 Duration Taken in Tendering Process in Public Institutions

Term taken is one of the elements that impact viability of offering process in Public colleges, if not all around oversaw it will be exorbitant to the association. Every Public organization are required to follow the law on span taken in offering process. Offering is the capacity that costs an association a lot of cash and this must be performed accurately with a specific end goal to expand adequacy and limit costs (ROK, Guidelines on pilot testing of execution contracting for the ventures in the pilot, 2004). Associations, Executive administration wherever is understanding that overseeing tenders must rise as a basic center competency if associations are to expand income.

As indicated by Public Procurement and Disposal Act 2005 and Regulation Procurement assume an imperative part in economic development and Development of a nation if all around oversaw. Ensure that time taken in offering process is sensible and is agreeable with the law. The suggested term is under three months (Jodie, 2010). A vital and successful approach to keep up morals mindfulness in organizations is to give preparing to representatives. Morals preparing and courses can be given, alongside preparing in more particular regions, for example, acquirement strategies, record keeping, records administration, and responsibility and authoritative law. Customary surveys or reviews of acquirement procedures should be possible to guarantee honor is being considered and accomplished (Skitmore, 2003). This examination went for building up whether in street development organizations is span is clung to and whether it impacts viability of offering.
In accordance with the term is the responsibility which associated with doing objectives and delivering the sorts of administrations that the association needs and needs. Lack of responsibility makes open doors for defilement (GOK, Guidelines on execution contracting in the Public Service, 2010). (Brinkerhoff, 2004) Identifies three key segments of responsibility, including the estimation of objectives and results, the support or clarification of those outcomes to inside or outer screens, and discipline or authorizes for non-execution or degenerate conduct.

Methodologies to help increment responsibility incorporate data frameworks which measure how inputs are utilized to deliver yields; guard dog associations, wellbeing sheets or other city associations to request clarification of results; execution motivations to compensate great execution; and approvals for poor execution. In South Africa, a region wellbeing arranging and announcing framework was utilized to enhance administration control and consider government operators responsible for their choices. By combining financial and service data, the reporting system drew attention to clinics and programs that had unusual indicators, and helped officials to explore root causes for performance differences, including possible corruption (Vian, 2006).

2.3.4 Ethical Practices and Its Influence in Tendering Process in Public Institutions

Untrustworthy practices are an adversary to improvement in Kenya as well as universally. It extraordinarily adds to neediness increment in a nation isn't very much overseen. Defilement in the UK, the Transparency International U.K had propelled the significant discoveries from a progression of studies which analyze debasement in the U.K. The reports which speak to the most exhaustive research at any point attempted around there look at the levels of debasement in 23 UK areas and Institutions. The examination speaks to a 'debasement wellbeing check' for the UK.
Although corruption is not endemic in the UK, it is correct to say that in some areas of UK society and institutions, corruption is a much greater problem than recognized and that there is an inadequate response to its growing threat especially in tendering and procurement (Parasuraman, 2006).

According to (Skitmore, 2003) on their study on professional ethics in the construction industry, found out that, all the respondents had witnessed or experienced some degree of unethical conduct, in the form of unfair conduct, negligence, conflict of interest, collusive tendering, fraud, confidentiality and propriety breach, bribery and violation of environmental ethics. These practices ended up resulting to loss of money. According to (Masime, 2007) Councilors in Uganda were pushed out of tendering process. They were not allowed to get involved in the tendering process to avoid Possibility of compromising their supervisory role. The move was to eliminate the possibility shoddy work, since councilors were to find themselves in a position where they have to grill one of their own (Tinslay, 2008).

In Russia, the Tendering framework has likewise shortcomings. Debasement is constantly connected with Russia's business condition and in acquirement and offering of tremendous tasks far and wide. In spite of the fact that it remains a noteworthy issue, debasement in Russia is being handled and the business condition is progressing. Organizations in Russia can relieve their dangers through basic advances and by being alert (Koigi, 2011). In South Africa, as indicated by a parliamentary write about administration conveyance proposal of 13 September 2010, the offering procedure was acquainted with destroy wild dishonest Practices that were seen in the nation. The administration was to fix the delicate framework in South Africa's regions keeping in mind the end goal to battle unscrupulous practices, while indicting authorities who mishandle the framework. "The delicate framework in districts required an aggregate turnaround (Odhiambo, 2003)."
In Tanzania according to world forum (2012) a total of $495m was given from Donors for the Budget. Donors pledged to increase aid to Tanzania to $495 million for its 2012/13 budget but warned future disbursements could depend on how it tackled corruption and misuse of public funds especially in tendering and procurement (Masime, 2007). Political impedance in Administration remains a genuine test to both Administrative experts and lawmakers in government. All the more so in acquisition forms because of the measure of cash included. In Kenya, District Tender Boards (DTBs) were likewise settled to provide food for acquirement at the lower levels of government organization. DTBs were likewise between ecclesiastical and were made up by the delegates of government services in the areas. They had an indistinguishable forces from MTBs.

In addition, the Financial Regulations applied to the tender boards of local authorities, public enterprises, public universities and other institutions of learning and cooperative societies (Jodie, 2010). The Financial Regulations likewise accommodated an interests procedure. Claims against the choices of the DTBs lay to the CTB, those against the MTBs lay to the applicable perpetual secretaries, while offers against the CTB and Department of Defense delicate board lay to the Permanent secretary to the Ministry of Finance (GOK, 2005b). On the other hand, the Ministry of Finance (or Treasury) issued circulars from time to time setting out the details of public procurement procedures and policies (Worldbank, Public Sector Reform, 2008).

For instance, these handouts raised the acquisition limits and looked into arbitration strategies. They likewise managed issues of arrangement. In this way Treasury Circular No. 1 of 1998 looked to offer motivating forces to neighborhood firms to partake in government acquirement by presenting particular predisposition of ten for each penny where the offering firms were controlled by indigenous Kenyans (World bank, Public Sector Reform, 2008). The above obtainment framework had a few insufficiencies.
To start with, there were no approvals against government officers who broke them and the framework was in this manner defenseless against mishandle. For sure, the Government Contracts Act gives that "open officers" can't be sued by and by upon any agreements which they make in that limit.

The motivating force for open officers to take part in degenerate acquisition bargains is hence very solid. Second, acquisition approaches and techniques were scattered in different government reports. Thus, for example, it was difficult to comprehend the Financial Common corrupt practices in public procurement thus included public officers often under the influence of powerful politicians and businessmen only inviting preferred firms, favoring certain firms at the short-listing stage, designing tender documents to favor particular firms and releasing confidential information (Akech, 2011). This state of affairs was exacerbated by the fact that the procurement system was manned by junior officers, who were therefore powerless to correct any anomalies and could easily be manipulated by their seniors and powerful politicians (Ahmed, 1994).

Unethical practices in Public Procurement were likewise encouraged by the absence of straightforwardness in the framework; the pertinent methods were constantly out of reach to people in general. To exacerbate the situation, Kenyan law does not forbid open authorities from taking an interest in private endeavor. Surely, the common administration is by a long shot the most essential take off platform for specialists in Kenya as it gives senior government authorities and lawmakers access to open assets, for example, lucrative open acquisition contracts.

The participation of public officials in private enterprise has thus been a key source of corruption in public procurement, since the rules established to guard against conflicts of interest have invariably been breached (Daeli, 2010). It is further noted that, there was no arrangement for disappointed bidders or the overall population to bid against the acquirement choices of the different delicate sheets where, for
example, there were inconsistencies simultaneously. The framework considered interests by bookkeeping officers (normally lasting secretaries) in the significant government services, divisions and organizations. Furthermore, there was no part for the legal framework as the choices of the managerial interest bodies were esteemed last (World bank, Public Sector Reform, 2008). All these unscrupulous practices have prompted an imperfect offering process that came about to loss of enormous aggregates of cash. This examination tried to explore the impact of unscrupulous practices on compelling offering process.

As he would like to think demonstrable skill is generally connected with specific characteristics, including, aptitude in view of hypothetical information, delayed preparing and training, demonstration of competence by means of tests and examinations, and adherence to a code of professional ethics. On the other hand professionalization is associated with the development of associations that seek to establish minimum qualifications for entrance to a professional practice or activity enforce appropriate rules and norms of conduct among the members of the professional group and raise the status of the professional group in the wider society regards much contemporary academic work relating to procurement as ‘unscientific’, characterized by uncritical accounts of what purchasing practitioners do, un theoretical research and the development of ‘fads and the short-term fixes’(Ahmed, 1994).

2.3.5 Training of Employees Involved in Tendering Process in Public Institutions

According to (Seloba, 2006) training is the process of acquiring knowledge and skills by the Team who participate in the public tendering process for efficient and effective service delivery. Through preparing members obtain new arrangements of qualities and demeanors. The valuation for their intrinsic however undiscovered potential and strengthen their self-assurance and feeling of self-governance instead of reliance.
For any task to be actualized effectively individuals included must be prepared. The preparation offered must be of value to guarantee viable usage of offering process. In the event that this is inadequate with regards to then the offering procedure will be antagonistically influenced ((Tinslay, 2008). As per the Public Procurement and Disposal Act 2005 segment (7) acquisition will be staffed with acquisition experts whose capabilities have been perceived by the specialist. The expert will encourage the foundation of an examination body for acquirement experts and will guarantee bolster for their expert affiliation. These implies that learning is information and learning is control (Ahmed, 1994). This examination went for exploring whether street building offices prepared their staff and the impact of the preparation on adequacy of offering process.

2.3.6 The use of ICT in Tendering Process in Public Institutions
According to (Parasuraman, 2006) the procurement process in UK construction has come under close scrutiny since the (Egan report) which had pointed out that “The UK construction industry can gain substantial improvements by delivering better service to clients, reducing construction cost, time and defects”. According to Latham report (Latham, 1994) suggested as one of its proposals that savings in capital costs of 10% a year could be achieved. E-Procurement will bring improvements to all aspects of the procurement process (Sloan, 2001). People in general Sector has created a plenty of activities to explore approaches to enhance the technique and procedures of obtainment in the course of the most recent 11 years. Regardless of these recommended points of interest, it is noticed that in development offices, still under 30% of delicate documentation are conveyed in electronic form (Edie, 2007).

This is on the grounds that Construction acquisition is more perplexing than general obtainment. This circumstance is much more dreadful in creating nations, for example, Kenya. There are a wide range of gatherings included who feed data into the procedure customers, specialists, temporary workers and providers.
Development work details can be less very much characterized with questions, for example, ground conditions could expansive effect on the general cost. Interestingly things in merchandise and enterprises acquirement can be firmly indicated with little development from the first particular.

Calculating in chance is a noteworthy viewpoint and can decide the type of agreement, how it is evaluated and its general result. Therefore electronic answers for general obtainment should be changed to address the issues of development acquisition. This therefore make tendering process complex (Ahmed, 1994). Procurement can be condensed into the following six processes e-sourcing, e-tendering, e-informing, e-more (Maintenance, Repair and operating materials), ERP (Enterprise resource planning) and e-collaboration”. The principle of electronic tendering is simply to provide a faultless system of transmitting input from the contractor’s tender through to contract management removing the inefficiencies, delays and cost involved in annually processing tender information and re-transcribing for contract management activity (Akech, 2011).

Changes must occur if electronic arrangements are to end up dominating and organizations are to stay aggressive in the new time. In this manner ICT is basic in offering process. This was the primary bit of research to explore drivers and obstructions in development e-Procurement. This affirmed the drivers and obstructions recognized from the products and Enterprises ventures could be connected to the development business.

His investigation concentrated more on e-sourcing inside development e-acquirement as opposed to e-offering (Sloan, 2001). With a stationary item and a generation line that progressions areas, more prominent many-sided quality and financial esteem the development business is basically unique to different ventures.
The outcome is that the drivers and boundaries to development e-acquisition could be performing diversely to those in the general merchandise and ventures industry. This study narrows down to evaluate level of usage of ICT in tendering process and its influence in effectiveness in tendering process (Degan, 2001).

2.4 Conceptual Framework
Figure 2.1 shows how needy and free factors of the investigation and how they identify with each other. The primary goal of the examination is to investigate the elements impacting the adequacy of offering process in Public acquisition in state funded colleges in Kenya. The free factors distinguished are; length taken all the while, untrustworthy works on, Training and use of ICT.

**Independent variable**

- Duration taken in the tendering process
- Training of the staff in tendering process
- Ethical practices in the tendering process
- Use of ICT in tendering process

**Dependent variable**

Effectiveness in the tendering process

**Explanation of the conceptual framework**

Term of time taken in offering, impacts viability of offering process. Offering process that takes quite a while before being handled will be influenced by expansion. Extremely valuable of sources of info will ascend there by fencing firms.
to modify the cited costs thus bringing perplexity. Offering process that takes brief term realizes effectiveness unscrupulous practices, for example, partiality, tribalism and political obstructions makes offering framework must be without such untrustworthy practices. Prepared staff with sufficient information on acquirement methods enhances viability of offering process not at all like untrained staff. Utilization of ICT ought to by and large increment adequacy of offering because of its capacity to store and process a huge information in a brief span impartially than manual handling which is influenced by human mistakes and subjectivity.

2.5 Summary and gaps in the literature
This section secured related writing survey with a point of recognizing learning holes. The area portrays offering process in Public Procurement and ventures in offering process. Span taken in offering process was recognized as of the elements that impact viability of offering process. However, no investigation has been done on how length taken toward delicate impact offering. Also, little has been done on impact of moral works on, preparing of utilized in offering process, utilization of ICT in offering procedure and record administration on adequacy of offering out in the open administrations. This is the hole that this investigation plans to fill.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter describes the research design, the target population and sampling methods and sample size, data collection tools, validity and reliability, pilot study, data collection tools, and data analysis method.

3.2 Research Design
This study adopted the descriptive research design. Descriptive research design is a scientific method of investigation in which data is collected and analyzed in order to describe the current conditions, terms or relationships concerning a in a certain specific field problem (Mugenda and Mugenda, 2003). The design was most suitable for this study as it enabled collection of data from respondents who are required to describe their current positioning as per their experiences and opinion regarding an underlying situation.

3.3 Target Population and Location
Target population is defined as universal set of the study of all members of real or hypothetical set of people, events or subjects to which an investigator wishes to generate this result (Mugenda & Mugenda, 2003). The target population constituted the 100 permanent employees in the department of procurement and accounts at Maasai Mara University. The reason for selecting this target population was because they had knowledge on the procurement process in the organization.

3.4 Sample Size and Sampling Procedure
Because of the small number of the staff, the study will use all the 100 employees of the procurement department and accounts at Maasai Mara University, therefore the study used a census where all the employees were considered for the study.
3.5. Data Collection Instruments and Procedures
The study used a questionnaire as the main data collection instrument for primary data. Secondary data was also be used where various documents were reviewed. The questionnaire was most appropriate for this study as most of the respondents were able to read and respond to the questions. Both closed and open questions were used in the questionnaire to collect varied views of the respondents.

The questionnaire as contrasted into two sections capture the demographic variables and all the objectives of the study. According to (Mugenda & Mugenda, 2003) validity is the accuracy and meaningfulness of inferences, which is based on the research results. It is a degree to which comes about got from the examination of the information really speaks to the marvel under investigation. The surveys were subjected to investigation by scientist's manager and other research specialists' for approval purposes.

3.6 Data Collection Procedure
After questionnaires were constructed the researcher obtained an authorization letter from the Management University of Africa which introduced her to the Maasai Mara University for data collection purpose. The questionnaires were personally administered with the assistant of the head of department. They were collected back for analysis after three days.

3.7 Data Analysis Methods
According to (Kombo & Tromp, 2011), data analysis procedure includes the process of packaging the collected information putting in order and structuring its main components in a way that the findings can be easily and effectively communicated. After the hands on work, Data gathered was dissected by the idea of the reaction. Once the coding was finished, the reactions were moved into a rundown sheet by organizing. This was at that point be tallied and by the assistance of the excel software analysis was done. Descriptive statistics will be used to summarize the results into percentages and frequencies.
This study used frequencies and percentages because they easily communicate the research findings to majority of readers (Gay, 2011). Frequencies easily show the number of subjects in a given category. The results were presented in by tables, charts and graph and the results were interpreted to indicate the findings.
CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction
This chapter presents major findings of the study which were collected using questionnaires. Data was analyzed distinctly for each set of questionnaires for each objective and presented in the form of frequency distribution tables.

4.2 Demographic Characteristics of the Respondents
This section discussed gender, age and the level of education of respondents. Figure 4.1 presented the results for this study.

4.2.1 Gender of Respondents

![Gender of the respondents]

Figure 4.1 Gender of the respondents
Source: Survey 2018

The findings of the study shown in Figure 4.1, indicates that 65% of the respondents are male and 35% female. This indicate majority of officers working
at Maasai Mara University, Narok County were male. It is Important that the above comply with current constitution of employing at least 30% of each gender in the public offices.

4.2.2 Age of Respondents
Table 4.1 presented results for this study.

Table 4.1 Ages of Respondents

<table>
<thead>
<tr>
<th>Age Group in years</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-30</td>
<td>58</td>
<td>50</td>
</tr>
<tr>
<td>31-40</td>
<td>38</td>
<td>30</td>
</tr>
<tr>
<td>41-50</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey 2018

The results shown in table 4.1 shows that majority of the respondents 58% were in the age bracket 20-30 years, 38% were aged between 31 and 40 years and 4% were aged between 41-50 years. None of the respondents who participated was aged above 51. This indicates majority of officers were aged between 18-30 years implying the workforce consisted of young employees. This confirms the fact that the level of experience and knowledge in procurement matters was still lower among the employees.

4.2.3 Level of Education of Employees
The level of skills and knowledge of employees is usually dictated by the level of education that they have. This study sought to find out the level of education employees involved in the procurement process at the university. Figure 4.2 presented the results.
The study results as shown in Figure 4.2 shows that none of the respondents had attained a master degree, 23% had a Bachelor’s degree, 38% a diploma and 35% had a certificate qualification. None of the respondents had secondary qualifications. This shows majority of the employees’ level of education is not adequate. The organization should encourage or develop its staff to grow academically and increase their capacity from the current level so that they can have the capacity to handle procurement matters.

4.2.4 Income of the Respondents
Income level of the employees determines their effectiveness in their duties. This study sought to establish the income levels of the respondents in the accounts and procurement department.
Table 4.2 Income of the Respondents

<table>
<thead>
<tr>
<th>Income in shs</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0- 10,000</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>11,000- 20,000</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>21,000-30,000</td>
<td>38</td>
<td>38</td>
</tr>
<tr>
<td>More than 30,000</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey 2018

The research findings shown in table 4.2 shows that 50 % of the respondents earn between 11,000 to 20,000, 38% earn between shs 21,000 - 30,000 while 8% earned shs more than shs 30,000. Only 4 % of the respondents indicated that they earn between shs 0- 10000. This indicates that majority of the employees are not reasonably remunerated. The authority to consider revising their salaries based on their current qualifications and experience. This could be a cause of unethical practices influencing tendering process in Maasai Mara University as employees look for way of raising funds to ensure they live well.

4.2.5. Employees Involved in Tendering Process
This study sought to find out the level of involvement in the tendering process.
Figure 4.3 Employees Involvement in Tendering Process  
Source: Survey 2018

The research findings shown in Figure 4.3, demonstrates that 77% of the respondents are specifically or in a roundabout way associated with the offering procedure and just 23% are definitely not. This consequently implies, larger part of the respondents were proficient of the offering forms and their reactions are substantial since they are the specialized individuals in offering process.

4.3 Effectiveness in Tendering Process
It was important to establish whether the tendering process is effective or not in enhancing the procurement process at the university.
Table 4.3 Effectiveness of Tendering Process

<table>
<thead>
<tr>
<th>Tendering Process Is Effective</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>69</td>
<td>69</td>
</tr>
<tr>
<td>Agree</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Neutral</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Disagree</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey 2018

The results of the study as shown in Table 4.3 demonstrates that 69% of the respondents unequivocally concurred that the offering procedure is powerful and 8% concurred while just 8% felt the procedure isn't successful. 15% were impartial. This subsequently infers, the offering procedure was viable.

4.3.1 Use of Public Procurement Procedures

All public institutions are supposed to strictly follow the public procurement ACT in their procurement procedures. The responses from the employees were presented in Table 4.5.

Table 4.4 Use of Public Procurement Process

<table>
<thead>
<tr>
<th>University uses the public procurement process</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>85</td>
<td>85</td>
</tr>
<tr>
<td>Disagree</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey 2018
The results of the study presented in Table 4.5 demonstrates that 85% of the respondents unequivocally concurred that the University utilize government offering strategies and 15% differ utilize them. This demonstrates once in a while Government offering strategies are not taken after.

4.3.2 Effect of Tendering on the Organizational Financial Aspect
It was important to establish whether the tendering had an effect on the financial aspects of the organization. The study sought to establish whether there is an increase or a reduction in the costs.

Table 4.5 Effect of Tendering on the organizational financial aspect

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase</td>
<td>46</td>
<td>46</td>
</tr>
<tr>
<td>Decrease</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Not changed</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>Don't know</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey 2018

Table 4.6 demonstrates that 46% felt that, the hierarchical salary expanded due offering, 12% felt it diminished, 19% felt it didn't change while 23% don't have the foggiest idea. This implies, powerful offering process prompts expanded salary of the University.

4.4 Duration Taken in Tendering Process
The first objective of the study was to establish the duration of the tendering process as it has an effect on the effectiveness of the process. The results were presented in table 4.7.
### Table 4.6 Duration taken in Tendering Process

<table>
<thead>
<tr>
<th>Duration of Tendering Process</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3 Month</td>
<td>73</td>
<td>73</td>
</tr>
<tr>
<td>4-6 Months</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>7-9 Months</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Not sure</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey 2018

As shown in Table 4.7, the majority of the respondents indicated that 73% of the offering procedure takes 1-3 months, 15% 4-6 months and 12% didn't know. This shows, lion's share of the respondents felt that offering procedure takes 1 to 3 months which is inside the Government of Kenya's strategy on offering that, the procedure takes most extreme 3 months. The respondents who didn't know could have been the ones who were not specifically or in a roundabout way engaged with offering process. Consequently term does not impact offering process at Maasai Mara University.

### 4.4.1 Management of the Tendering Process

Effective tendering is influenced by the management and this study sought to find out whether the institution manages the tendering process effectively or not. The results were presented in table 4.8.
Table 4.7 Management of Tendering process

<table>
<thead>
<tr>
<th>Rate Of Tendering Process</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very poorly managed</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Poorly managed</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Well managed</td>
<td>61</td>
<td>61</td>
</tr>
<tr>
<td>Very well managed</td>
<td>31</td>
<td>31</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey 2018

According to the findings in table 4.8 demonstrates that 4% of the respondents felt the offering procedure ineffectively oversaw, 4% inadequately oversaw, 61% all around oversaw, 31% extremely all around oversaw. This shows, greater part of officers felt that the offering forms were very much overseen.

4.5 Ethical Practices in Tendering Process
This is the second objective of the study. Ethics are moral and values that govern a given profession. This study sought to establish whether the employees at MMU understand the ethics that govern the procurement profession. The results were presented in table 4.9

Table 4.8 Ethical Practices in Tendering Process

<table>
<thead>
<tr>
<th>Unethical Practices in Tendering Process</th>
<th>Frequency</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>High</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Moderate</td>
<td>22</td>
<td>22</td>
</tr>
<tr>
<td>Low</td>
<td>31</td>
<td>31</td>
</tr>
<tr>
<td>Very low</td>
<td>37</td>
<td>37</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey 2018
According to table 4.9 on total, 4% of respondents felt that unscrupulous practices, that is tribalism, preference and political impact, are high in offering process, 6% felt are high, 22% felt are direct, 31% are low while 37% felt are low in the offering.

4.5.1 Value Added in Tendering Process
It was important to establish the value added by the tendering process to the procurement process.

Table 4.9 Value of Tendering

<table>
<thead>
<tr>
<th>Does Tendering Add Any Money Value to the Public Sector</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>65</td>
<td>65</td>
</tr>
<tr>
<td>No</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey 2018

From the finding sit was shown that table 4.10 demonstrates that 65% of the respondents felt that offering has esteem while 35% felt offering does not include any an incentive for cash. The fundamental explanation behind defending offering was that it Increase in rivalry in this way bringing down the cost.

4.5.2 Time Wasting in Tendering Process

Table 4.10 Time Wasting in Tendering Process

<table>
<thead>
<tr>
<th>Does Time Tendering Process Waste</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>No</td>
<td>81</td>
<td>81</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey 2018

The results shown in Table 4.11 demonstrates that 19% of the respondents felt that offering procedure sits around idly and 81% felt it doesn't sit idle. The dominant
part of the individuals who felt it sits idle felt the reason was that, offering process that takes a great deal of time.

4.5.3 Opinion of Freeness and Fairness

Table 4.11 Opinion on Freeness and Fairness

<table>
<thead>
<tr>
<th>Tendering Should be Free and Fair Frequency Percentage</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>81</td>
<td>81</td>
</tr>
<tr>
<td>Agree</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey 2018

The results of the study as shown in Table 4.12 demonstrates that 19% of the respondents concur that offering ought to be free and reasonable 81% emphatically concur. On some dishonest practices out in the open acquirement that impact the viability in offering process in Maasai Mara University. This indicates that the tendering process must be free and fair according to the employees in the procurement department of Maasai Mara University.

4.6 Employee Training and the Tendering Process

The second objective of the study was to establish whether employee training was a factor affecting the effectiveness of the tendering process. The employees were asked to indicate whether they are training on the tendering process. The results were presented in table 4.13.
Table 4.12 Training of employees on tendering process

<table>
<thead>
<tr>
<th>Frequency of attending training on tendering process</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Quarterly</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Yearly</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>No training is offered</td>
<td>73</td>
<td>73</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey 2018

The results presented in table 4.13 demonstrates that 4% of the respondents go to preparing on month to month premise, 8% quarterly, 15% yearly and 73% have never been prepared. This shows lion's share of officers occupied with offering process have never been prepared. For proficiency and viable administration conveyance all staff associated with offering process from different capacities ought to be prepared in order to effectively engage in the procurement process.

4.6.1 Training and Performance in Tendering Process
According to table 4.14 demonstrates that every one of the respondents who were prepared enhanced their execution. On how preparing helped in offering process in the association, those prepared said that, learning of the demonstration of controlling offering and acquisition in general has helped in learning standards and methods of offering and has helped them be more successful and effective in this manner enhancing the offering procedure.

4.7 Use of ICT in Tendering Process
This was the third objective of the study which sought to establish the use of ICT in the tendering process. The respondents were asked to respond to the certain statements
Table 4.13 Computers Availability

<table>
<thead>
<tr>
<th>Are there Computers In Your Office</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>96</td>
<td>96</td>
</tr>
<tr>
<td>No</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey 2018

Table 4.15 shows that 96% of the officers have computers in their office while only 4% did not have. This means that the institution has adequate computers in their various offices.

4.7.1 Availability of ICT Specialists

It was important to establish whether there are ICT specialists among the employees. This was important to establish whether the employees have the skills to use the ICT facilities in the tendering process.

Table 4.14 ICT Specialists

<table>
<thead>
<tr>
<th>Number of ICT Specialists</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>1-5</td>
<td>69</td>
<td>69</td>
</tr>
<tr>
<td>6-10</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>11-20</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey 2018

Table 4.16 demonstrates that 15% of the divisions did not have IT pro, 69% had 1-5, 8% had 6-10 and 8% had between 11-20. This shows the vast majority of the divisions have ICT authorities meaning ICT has been considered important by the University.
4.7.2 Use of ICT in Tendering Process.
It was important to establish whether the employees use the ICT technology in the tendering process. The employees were asked to state whether they agree or disagree with the statements provided.

Table 4.15 Use of ICT in Tendering

<table>
<thead>
<tr>
<th>Computers are used in all stages of tendering</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>58</td>
<td>58</td>
</tr>
<tr>
<td>Agree</td>
<td>27</td>
<td>27</td>
</tr>
<tr>
<td>Neutral</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey 2018

Table 4.16 demonstrates that 58% of the respondents firmly concur that the college utilizes PCs in all phases of offering, 27% concur while 15% couldn't tell. This implies ICT is utilized for offering process and the viability of the offering procedure can be ascribed to the utilization of ICT which reduces the errors committed in the process.
CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter summarizes the research findings, discussions, conclusions drawn and the researchers’ recommendations and other stakeholders.

5.2 Summary of Findings
The findings of the study indicate that majority of the respondents are male and they were in the age bracket 20-30 years. None of the respondents who participated was aged above 51. On the level of skills and knowledge of employees is usually dictated by the level of education that they have. Majority of the respondents have a Bachelor’s degree. None of the respondents had secondary qualifications. This shows majority of the employees’ level of education is not adequate. On the Income level of the employees it was noted that majority were in the bracket of Kshs 21,000 to 30,000 meaning that most of them were well paid.

This study sought to find out the level of involvement in the tendering process. Figure 4.3 presented the results. The research findings shows that majority of the respondents are directly or indirectly involved in the tendering process. This therefore means that, majority of the respondents were knowledgeable of the tendering processes and their responses are valid since they are the technical people in tendering process. It was important to establish whether the tendering process is effective or not in enhancing the procurement process at the university.

The results of the study as shows that most of the respondents strongly agreed that the tendering process is effective. This therefore implies that, the tendering process was effective. All public institutions are supposed to strictly follow the Public Procurement Act in their procurement procedures. The results of the study presented shows that the respondents strongly agreed that the University use government tendering procedures.
This shows that sometimes Government tendering procedures are not followed. It was important to establish whether the tendering had an effect on the financial aspects of the organization. The study sought to establish whether there is an increase or a reduction in the costs.

The organizational income increased due tendering meaning means that, effective tendering process leads to increased income of the University.

5.2.1 Duration Taken in Tendering Process
Majority of the respondents indicated that most of the tendering processes take 1-3 months or 4-6 months. The respondents who were not sure could have been the ones who were not directly or indirectly involved in tendering process. Therefore duration does not influence tendering process at public institutions. Effective tendering is influenced by the management and this study sought to find out whether the institution manages the tendering process effectively or not. According to the findings the respondents felt the tendering process was very well managed. This indicates that, the effectiveness of the procurement process is as a result of the short period taken in duration process.

5.2.2 Ethical Practices in Tendering Process
Ethics are moral and values that govern a given profession. This study sought to establish whether the employees understand the ethics that govern the procurement profession. Majority of the respondents felt that unethical practices, that are tribalism, favoritism and political influence, are very high in tendering process and they influence the effectiveness of the tendering process in the university. It was important to establish the value added by the tendering process to the procurement process. From the findings it was shown that most of the respondents felt tendering has value add any value for money. The main reason for justifying tendering was that it Increase in competition thus lowering the price.
The results of the study have shown that all the respondents believe that tendering should be free and fair. There is need to have some the many unethical practices in public procurement that influence the effectiveness in tendering process.

5.2.3 Employee Training and Tendering process
The employees were asked to indicate whether they are training on the tendering process. Majority of the respondents said that they had never attended training on procurement this shows majority of officers engaged in tendering process have never been trained. For efficiency and effective service delivery all staff involved in tendering process from various functions should be trained in order to effectively engage in the procurement process.

According to the results all the respondents who were trained improved their performance. Majority of the respondents indicated that learning of the act of regulating tendering and procurement as a whole has helped in learning rules and procedures of tendering and has helped them be more effective and efficient thus improving the tendering process. This indicated that the tendering process at the university may not be effective due to lack of training among the procurement staff.

5.2.4 ICT as a Factor Influencing the Tendering Process
The results revealed that there are adequate computers in the procurement department have ICT specialists meaning ICT in procurement has been taken seriously. Majority of the respondents strongly agree that the universities uses computers in all stages of tendering which indicates that ICT is used for tendering process and the effectiveness of the tendering process can be attributed to the use of ICT which reduces the errors committed in the process. Hence this makes the process effective and efficient. Therefore ICT is noted to be one of the factors that influence the tendering process.
5.3 Conclusions of the Study
Based on the findings from the study, it’s concluded that, for there to be effectiveness in the tendering process the public institutions have a challenge with the procurement process. It has been noted that among the factors affecting the effectiveness of the tendering process is the low level of education and skills of the employees. The study has concluded that performance of the tendering process depends on the education level of the employees. The study has also established that the tendering process is affected by the slow procedures which make the process too long and hence create delays that make the process ineffective. The employees were noted to have limited knowledge in procurement process and this affected the effectiveness of the process. In general there is need for the public institutions to ensure that the employees in the procurement process to be trained on the procurement policies in order to instill the required procurement ethics which will make the procedures more professional.

5.4 Recommendations
From the results of the study, the researcher makes the following recommendations; the study recommends that the public institutions should ensure that for there to be effectiveness in the tendering process then the duration taken must be minimized. This can be achieved by ensuring that the people involved in the process have the skills and knowledge required.

i) Ethics is an important aspect of the procurement process, the study recommends that the public institutions/ organizations should ensure that those unethical issues such as tribalism are removed from the procurement process to ensure that the process is effective.

ii) There is need for the employees involved in the procurement process to be trained so as to ensure they have the relevant skills and knowledge to handle procurement issues.
iii) The use of ICT in the procurement process is recommended, because it is more effective as compared to the manual process. ICT helped to make the process effective and efficient therefore there is need to integrate it fully in the management of the tendering process.

Based on the findings, conclusions and recommendations given, this study recommends that a study should be conducted to evaluate the job placement for employees in the organization especially in technical areas such as procurement.
REFERENCES


APPENDICES

Appendix I: Introduction Letter

APPENDIX I: INTRODUCTION LETTER

TO …………………………………………

ACTING PROCUREMENT OFFICER

MAASAI MARA UNIVERSITY

Dear Sir/Madam,

RE: ACADEMIC RESEARCH.

I am a student at Management University of Africa (MUA) pursuing a Bachelor of Management and Leadership (Procurement Option). I am conducting an academic research on Factors affecting the effectiveness of tendering process in Public Institutions a case of Maasai Mara University.

I kindly request you for your assistance in responding honestly to the interview questions and to all the items in the questionnaire. All information given will be treated with confidential and will be used only for the intended research purpose.

Looking forward for your co-operation.

Thanks in advance.

Susan Njuguni Irungu
Appendix I: Questionnaire

‘FACTORS AFFECTING THE EFFECTIVENESS OF TENDERING PROCESS IN PUBLIC INSTITUTIONS: THE CASE OF MAASAI MARA UNIVERSITY.

My name is Susan Njuguini Irungu I am a student at The Management University of Africa pursuing a degree in Management and Leadership. As part of the course, I am conducting a research titled “Factors Affecting the Effectiveness of Tendering Process in Public Institutions: The Case of Maasai Mara University.”

You have been randomly selected for the study and we would like an opportunity to administer this questionnaire to you. This information is being collected for academic purposes only, and there are no personal benefits or risks to your participation. While some of the questions asked may be of a sensitive nature, please note that your name will not be recorded in the questionnaire. Moreover, any details related to your privacy will be kept confidential. Your participation in this survey is very important as I rely on you to provide accurate information.

(A) DEMOGRAPHIC DATA

<table>
<thead>
<tr>
<th>GENDER</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) Male</td>
<td>( )</td>
</tr>
<tr>
<td>(ii) Female</td>
<td>( )</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MARITAL STATUS:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) Married</td>
<td>( )</td>
</tr>
<tr>
<td>(ii) Single</td>
<td>( )</td>
</tr>
<tr>
<td>(ii) Divorced</td>
<td>( )</td>
</tr>
<tr>
<td>(iv) Widowed</td>
<td>( )</td>
</tr>
<tr>
<td>(vii) Other specify</td>
<td>.......................................................</td>
</tr>
</tbody>
</table>

2 CURRENT JOB POSITION

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>i) Permanent and pensionable</td>
</tr>
</tbody>
</table>
(ii) Permanent not pensionable (   )
(iii) Temporary (   )
(iv) Casual (   )
(v) Other, specify (………………………………………)

**CHECK YOUR APPROPRIATE AGE GROUP**

<table>
<thead>
<tr>
<th>Age Group</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>ii) 20 -30 years</td>
<td>(   )</td>
</tr>
<tr>
<td>ii) 31-40 years</td>
<td>(   )</td>
</tr>
<tr>
<td>ii) 41-50 years</td>
<td>(   )</td>
</tr>
<tr>
<td>above 50 years</td>
<td>(   )</td>
</tr>
</tbody>
</table>

**FOR HOW LONG HAVE YOU BEEN WORKING IN THE PROCUREMENT DEPARTMENT**

<table>
<thead>
<tr>
<th>Years</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(ii) 1 -3 years</td>
<td>(   )</td>
</tr>
<tr>
<td>(ii) 4-6 years</td>
<td>(   )</td>
</tr>
<tr>
<td>(iii) 7-10 years</td>
<td>(   )</td>
</tr>
<tr>
<td>iv) above 10 years</td>
<td>(   )</td>
</tr>
</tbody>
</table>

**THE CURRENT LEVEL OF EDUCATION:**

<table>
<thead>
<tr>
<th>Education</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) University</td>
<td>(   )</td>
</tr>
<tr>
<td>(ii) tertiary college</td>
<td>(   )</td>
</tr>
<tr>
<td>(iii) Secondary</td>
<td>(   )</td>
</tr>
<tr>
<td>Primary</td>
<td>(   )</td>
</tr>
<tr>
<td>(v) Other, please specify</td>
<td></td>
</tr>
</tbody>
</table>

**WHAT IS YOUR AVERAGE INCOME PER MONTH IN KSH**

<table>
<thead>
<tr>
<th>Income</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) Up to 10,000</td>
<td>(   )</td>
</tr>
<tr>
<td>(ii) 11,000-20,000</td>
<td>(   )</td>
</tr>
<tr>
<td>(iii) 21,000-30,000</td>
<td>(   )</td>
</tr>
<tr>
<td>(iv) more than 30,000</td>
<td>(   )</td>
</tr>
</tbody>
</table>
6. a) Are you directly or indirectly involved in the tendering process?

Yes (   )
No (   )

6. b) The tendering process in the university is effective.

(i) Strongly Disagree (   )
(ii) Disagree (   )
(iii) Agree (   )
(iv) Strongly Agree (   )

6. c) The University uses the public procurement procedure

(i) Strongly Disagree (   )
(ii) Disagree (   )
(iii) Agree (   )
(iv) Strongly Agree (   )

**B) DURATION TAKEN TO COMPLETE THE TENDER PROCESS**

7. How long does the tendering process take?

(i) 1-3 months (   )
(ii) 4-6 Months (   )
(iii) 7-9 months (   )
(iv) More than 1 year (   )
(v) Not sure (   )
8. How would you rate the tendering process?
   (i) Very poorly managed (  )
   (ii) Poorly managed (  )
   (iii) Well managed (  )
   (iv) Very well managed (  )

9. In your opinion does duration taken influence the effectiveness in tendering process in the University? ------------------------

C) UNETHICAL PRACTICES IN THE TENDERING PROCESS

10. How do you gauge the rate of favoritism in tendering process?
   (i) Very high (  )
   (ii) High (  )
   (iii) Moderate (  )
   (iv) Low (  )
   (v) Very Low (  )

11. How do you rate cases of tribalism in tendering process?
   (i) Very high (  )
   (ii) High (  )
   (iii) Moderate (  )
   (iv) Low (  )
(v) Very Low ( )

12. To what extent does politics affect the tendering process?
   (i) Very profoundly ( )
   (ii) Profoundly ( )
   (iii) Average ( )
   (iv) Below Average ( )

13. Does tendering process add any money value to the public university?
   (i) Yes ( )
   (ii) No ( )

   If yes please explain
   ..............................................................................................................................................
   ..............................................................................................................................................

14. Do you think tendering process wastes time?
   (i) Yes ( )
   (ii) No ( )

   If yes please explain..................................................................................................................
   ..............................................................................................................................................

15. Tendering process in my University is effective.
   (i) Yes ( )
(ii) No (  )

16. Does your university use government tendering procedures?

(i) Fully 100% (  )

(ii) Average 50% (  )

(iii) Partly 30% (  )

(iv) Not sustainable (  )

Explain your answer
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

17. What happens to Total Cost in an effective tendering process?

(i) Increase (  )

(ii) Decrease (  )

(iii) Not Change (  )

(iv) Don’t know (  )

(v) Other ( ) specify .................................................................

18. Tendering should be free and fair in Public Universities

(i) Strongly Disagree (  )

(ii) Disagree (  )

(iii) Agree (  )
19. In your opinion what are some unethical practices in public procurement that influence the Effectiveness in tendering process in public Universities?

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

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

20. In your own opinion, what do you think can be done to improve the tendering process in Public Institutions?

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

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

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

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

(D) EMPLOYEE SKILLS AND KNOWLEDGE IN THE TENDERING PROCESS

21. How often do you attend training on tendering process?

(i) Regularly (   )

(ii) Monthly (   )

(iii) Quarterly (   )

(iv) Yearly (   )

Others (specify)..............................................................................................................

22. Does the training content enable you improve your performance in your duties?

Yes (   )

No (   )

23. How has training helped you in the area of tendering process in the University?
(E) USE OF ICT IN THE TENDERING PROCESS
24. Are there computers in your office connected to the internet?
   Yes ( )
   No ( )

25. How many IT specialists are there?
   1-5 ( )
   6-10 ( )
   11-20 ( )
   Above twenty ( )

26. Are computers used in any stage of tendering?
   Yes ( )
   No ( )

   If yes specify .................................................................

27. Do you advertise tendering processes in your website?
   Yes ( )
   No ( )

28. How do you rate the accuracy and completeness of the records in your organization?
   (i) Very accurate and complete ( )
   (ii) Moderately accurate and complete ( )
   (iii) Nor accurate and complete ( )
   (iv) In accurate and incomplete ( )
30. How do you rate record management in relation to public procurement?
(i) Fully 100% ( )
(ii) Average 50% ( )
(iii) Partly 30% ( )
(iv) Not sustainable ( )

31. Please give your personal opinion regarding the tendering process at the institution, indicating the challenges that you face working as a procurement officer.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Thank you for your cooperation