

**OPEN TENDERING AND ITS CONTRIBUTIONS TO PROCUREMENT
EFFICIENCY IN COUNTY GOVERNMENT OF KENYA: CASE STUDY
OF NAIROBI CITY COUNCIL, DEPARTMENT OF SUPPLY CHAIN
MANAGEMENT.**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF
MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILMENT OF
THE REQUIREMENT FOR THE AWARD OF THE DIPLOMA IN
SUPPLY CHAIN MANAGEMENT OF THE MANAGEMENT
UNIVERSITY OF AFRICA.**

APRIL, 2022

DECLARATION

I Reuben hereby declare that the work in this project is my own work and ideas, except for quotations and has not been presented for any University award.

Signature..... Date.....

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DSM/10/00060/1/21.

Declaration by Supervisor:

This project Report has been submitted for Examination with the approval of the appointed university supervisor.

Signature..... Date

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THE MANAGEMENT UNIVERSITY OF AFRICA

DEDICATION

This study is dedicated to my wife and daughter, Elina and Maryanne respectively who stood firmly by my side during the research study, they offered me required support throughout the process. Secondly is to my supervisor Ms. Yvonne Farida who gave me adequate skills to carry out the study and was readily available for consultations, lastly but not the least to my friends and course mates who offered me support in one way or the other while carrying out my research.

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I firstly give all my thanks to the almighty God, the God of Abraham, Shadrack, Meshack and Abednego for the strength, knowledge and for His protection all through my research work.

I also appreciate my supervisor, Ms. Yvonne Farida who sacrificed a lot to take me through the project, she guided me and corrected me wherever I went wrong so I could correct mistakes I committed and made my project successful for submission.

I appreciate my wife and guardians too who gave me emotional and financial support during the period I was doing my research, my loved ones, friends and family for their contribution to making my project successful. They gave me strength and empowered me to pursue my project.

ABSTRACT

The study aimed at open tendering and its contributions to procurement efficiency at the county of Nairobi. The Main objective is to find the extent in which open tendering is carried out, challenges faced by procurement professionals and the indicators of procurement efficiency.

The study adopted a descriptive research design. It targeted thirty-five employees of Nairobi city county who included; procurement chief officers, procurement officers, store heads, store supervisors, store administrators, store keepers, store inspectors and store clearance clerks.

The study will be done at Nairobi city county Government, Department of supply chain management.

Since the population was small with 35 employees, the researcher used sampling where the entire population participated in the study.

The instruments for data collection were questionnaires, and for this case were closed ended questionnaires.

The researcher also used interviews and observation. Random sampling techniques was used to collect data.

Due to the number of headcounts in the county, the sample population was based in a one on one with the employees.

The data was then analyzed by the use of tables, pie charts and bar graphs. These methods were employed to determine the relationship between the demographic groups and the responses on various variables.

Frequency tables, charts and percentages were the key tools to determine the Data and present it. The study concluded that the extent in which open tendering is carried out, challenges faced by organizations that use open tendering and the indicators of performance in organizations that uses open tendering. The study recommended that various factors should be done to enhance procurement efficiency.

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ABBREVIATIONS

NCC– Nairobi City County

ICT – Information Communication

Technology PPDA – Public

Procurement and Disposal Act CECs –

County Executive Committee

CEO – Chief Executive Officer

CHAPTER ONE

1.0 INTRODUCTION

The chapter focuses on various parts that have the study on open tendering and its contributions to procurement efficiency within the county government of Nairobi. The part includes background of the study that places the research in its context, and also it describes the meaning of the problem. This part also will show that the researcher is aware of the related study of the topics in the study. The part also has statement of the problem that clearly indicates and states what researcher want to study. There is also the aim of the study which is all about the overall goal of the study. The research objectives which help to breakdown the main problem derived from the variable in this study. The study objectives should meet the smart criteria. The study significance gives a brief description of how the study will benefit people in various ways. This chapter also has the limitations of the study which are simply the challenges the researcher will face in the course of the research work. The challenges to likely to be faced include time factor, financial constraints, non-responsiveness, hostility, bias and skewed information.

1.1 BACKGROUND OF THE PROBLEM

Open tendering is abiding process open to all willing bidders. The chosen bids are also required to be laying in the recommended or required tender price. Open tendering is the most preferred tendering method in Nairobi city county for acquiring goods, services and works because of it's competitive in nature. It is mostly conducted under set rules and guidelines for standard bidding documents. The rules should be followed to the letter to avert any upcoming theft.

According to public procurement and disposal act 2015 procurement records for all public entities should be kept as proof of the procedures or upon request for scrutiny by government auditors, these records include procurement of goods, works or services if a procedure other than open tendering was used.

My area of study will be at Nairobi City County, department of supply chain management.

1.2 Statement of the problem

Not too long a go, open tendering has been used by many procurement officers at the county level as one of the methods to acquire goods, services and works for use. Open tendering has been conducted under set rules and regulations mainly stated in the public procurement and disposal act 2015. This procurement method is mainly intended to enhance fairness, create competition as well as the upcoming businesses to grow. Despite there being some rules and regulations set, open tendering has not been conducted effectively hence its contributions to procurement efficiency is not as expected. Some procurement professionals disregard the rules and do the otherwise for personal gains. And it is on that basis that this study, I tend to examine open tendering and its contributions to procurement efficiency in Nairobi county council.

1.3 General Objectives.

The main objective in this study is to establish the contributions of open tendering to procurement efficiency at Nairobi City County.

1.4 Research objectives.

The various study objectives are:

- A. To find out the extent in which open tendering is carried out in Nairobi city county.
- B. To find out the extend in which open tendering has been misused by the county professionals.
- C. Identify various challenges that procurement officers at Nairobi city county faces while using open tendering method.
- D. To establish the contributions of open tendering on procurement efficiency at Nairobi city county.
- E. To establish how well the county management is using grapevine as a means of

communication among them and employees.

F. To assess how training affect employee performance at Nairobi City County.

G. To access if training is being done to the employees to improve their way of reasoning and performance.

H. To determine the influence of employee satisfaction on employee performance at Nairobi Serena Hotel

1.5 Research Questions.

The above study has the following research questions;

A. What is the extent in which open tendering is carried out at Nairobi city county?

B. What are the challenges faced by City county of Nairobi staffs while using open tendering?

C. What are some of the indicators of procurement efficiency in Nairobi city county while using open tendering?

1.7 LIMITATIONS OF THE STUDY

The researcher met several problems indicated below.

Difficulties in meeting the intended staffs. Some staffs were very committed and were unable to meet the researcher.

The researcher encountered situations where there were disobliging respondents who were not willing to disclose necessary information. The researcher elaborated the importance of the study to them in order to convince them to cooperate and participate by producing letters from college.

The researcher also experienced limited access to the count government offices and respondents collect data, in addition the researcher was also unable to meet current

governor (governor Anne Kananu) for an interview. However, the researcher overcame these by convincing them that the data would be treated with utmost confidentiality and would only be used for academic purposes. The researcher also produced the letter of authority from the college to confirm the authenticity of the research. This made it a but easy for the researcher to access the information he was in need of.

Some employees had limited access to materials to employee performance. However, the researcher overcame this by assuring them of confidentiality of the study by explaining to them that the vast importance and validity of the information acquired will greatly be of advantage to the university. The researcher managed to meet the City government whom was instrumental in his research work. She was able to elaborate some of the issues pertaining staffs and hr management.

CHAPTER TWO

2.0 LITRATURE REVIEWS

2.1 INTRODUCTION

This chapter focuses on reviews of literature closely related to open tendering and procurement efficiency. It includes review of literatures, critical review and the gaps to be filled in Nairobi city county procurement department and summary. The researcher got materials from various sources that are closely related to objectives of the study. This enabled the inquirer to gain from previous research to come up with beneficial information to supplement and strengthen the study. It also enabled the researcher and confirms main gains in the area of investigation.

2.2 EMPERICAL REVIEW ON THE EXTENT IN WHICH OPEN TENDERING IS CARRIED OUT

Gordon SP (1999) points out that open tendering process aims can be wider and to the latter. An outstanding definition is the fierce and juriedictional systemic procedure of selecting the best suppliers.

According to kibera and Waruingi (2012) in their study on challenges influencing tendering process found out that factors like ethical practices, training ,ICT use and record management are key factors that affect tendering process. It's with this perception that suppliers should provide the best services to increase the performance of open tendering process by showing these services by having better suppliers, better prices, good quality and quick and smooth delivery of goods to the county.

According to PPDA 2015 open tendering to the public should be carried out with strict adherence to the set rules and regulations. Open tendering should be carried out by different offices which starts with the establishment of county procurement unit so as to form the relevant committees which includes the inspection committee, adhok committee, tender evaluation committee and the tendering

committee.

The county procurement official with qualifications from a recognized institution amounts the committees. The major functions are to analyze, substantiate and find out that all procurement and disposal activities in the county government are carried out in accordance with the Acts regulations and terms set out in the open tendering documents.

The county procurement committees also prepare minutes of the tender evaluation proceedings. Open tendering should be carried out under strict rules. The biggest challenge is the conflict of interest among the staffs.

2.3 Research based theory on extent in which open tendering is carried out in Nairobi city county.

Before the tendering process begins in the county, a procurement plan is drafted by officer in charge following the procurement planning process. The officers concerned prepares it at specific time, mostly one government financial year for public entities.

2.4 Research based theory on the challenges faced by Nairobi city county in using open tendering.

Challenges associated with open tendering range from both external and internal challenges.

Challenges like unethical code of conduct among county procurement practitioners that include corrupt practices for personal gain, favoring individuals from which one has personal gains, lack of fairness, lack of accountability of staffs and lack of integrity in the whole process.

Another challenge is use of poor ICT in undertaking the whole process of open tendering. The with such obsolete and outdated technology is not be effective in the whole process as those with new and latest ICT systems and this bring them competitive advantage.

If poor record management systems in managing tendering information. Organizations should strive to at least acquire the latest record management systems for their data on open tendering. The systems include or call for elimination of manual record management systems such as files, cash books, and pieces of paper and to be replaced with automated ones like use of computers, external storage devices like flash disks and memory cards. The computer is the most efficient since data stored can be protected through encryption with passwords and other protective means.

1. Delivery performance.

The Nairobi city county procurement department should liaise with their suppliers so as to deliver goods of the right quantity, at the right time and at the right place. The department is said to be performing if the supplier meets the requirements as per the agreed delivery schedules.

1. Financial growth. The financial capabilities of an organization are the main drive of their objectives and if open tendering is carried out efficiently, there will be customer satisfaction, in this case the public hence increased market share, increased brand awareness and this will definitely lead to increase in finances in form of profits for the city county government.

2. Prices of goods and cost of Procurement operations.

Since the county government will get the best prices for their goods orders or for goods purchased, the Nairobi city county will prevent impulse buying of unnecessary wastage of finances. The suppliers will deliver well at the best prices for the county.

3. Supplier satisfaction and reliable suppliers.

An organization that fully utilizes open tendering as a way of acquisition of services, works and goods for their activities will definitely be interested. I'm developing their suppliers that will. Make the supplier to be satisfied and the development of that supplier will make them to engage in a long-term relationship with the organization hence reliability from the supplier's side.

2.5 Empirical Review of indicator of procurement efficiency.

The standard statement of the objectives of the purchasing and supply function is that it should obtain material(meeting quality) requirements of the right quantity, delivered at the right place and taken to the right place, from the right source(supplier who is reliable and will meet its commitments in a timely fashion),with the right service(both before and after sale)and the right place both in the Long term and short term (Johnsen 2006)Attainment of this can be measured by the following indicators;

1. Quality of goods purchased.

Quality is the totality of features and characteristics of a product that satisfy the stated or implicated need. (Crosby 2019) defines quality as conformity to requirements not goodness. He stresses that definition of quality can never be met unless it's based on what the customer wants. The quality of good should as per the customers specification, unless the customer compromise to work with the good as its.

2. Delivery performance.

A procurement department should be able to receive the goods delivered by suppliers without expediting or making follow ups as per the agreed dates of delivery. The supplier should ensure that the delivery of goods is done as soon as possible to avoid inconveniences to customer. It should be 'Just in time'.

3. Prices of goods and cost of procurement operations

The cost of goods should be affordable to customer and should not be massaged to serve personal interest. The cost of good should be more or less the same as the quality of good or service being offered. And the good should be of high standard or meet specifications.

2.6 Empirical review on challenges faced by Nairobi city county while using Open tendering Method

According to Kibera and Waruingi in their Study of challenges affecting open tendering they found out that the challenges include;

1. Ethical practices

Lack of ethics among the procurement staff is a major challenge favors will be granted to individuals or companies that are related either by family ties or other personal gains. This is a key challenge in Nairobi city council.

2. Information Communication Technology

Use of outdated or obsolete technology on open tendering operations will make the process tedious to be undertaken. Organizations with poor ICT will increase their lead time and the whole process will not be accurate. Therefore current and up to date technology should be used to ensure real time updates and communication.

3. Poor record management

The county government using poor record management systems to keep their records of their appraised or prequalified suppliers will have difficulties in the process. Suppliers need to be contacted more often when need for goods arise. The county government or a public company should have good recording system to ensure that all the necessary transaction are captured in the the recording books.

(Lysons 2006)The right prices are not necessarily the lowest prices they are the prices that bring the best utmost value invested in the purchasing of the materials, to get the right place on analyst of prices is done based in the cost estimates of the buyer

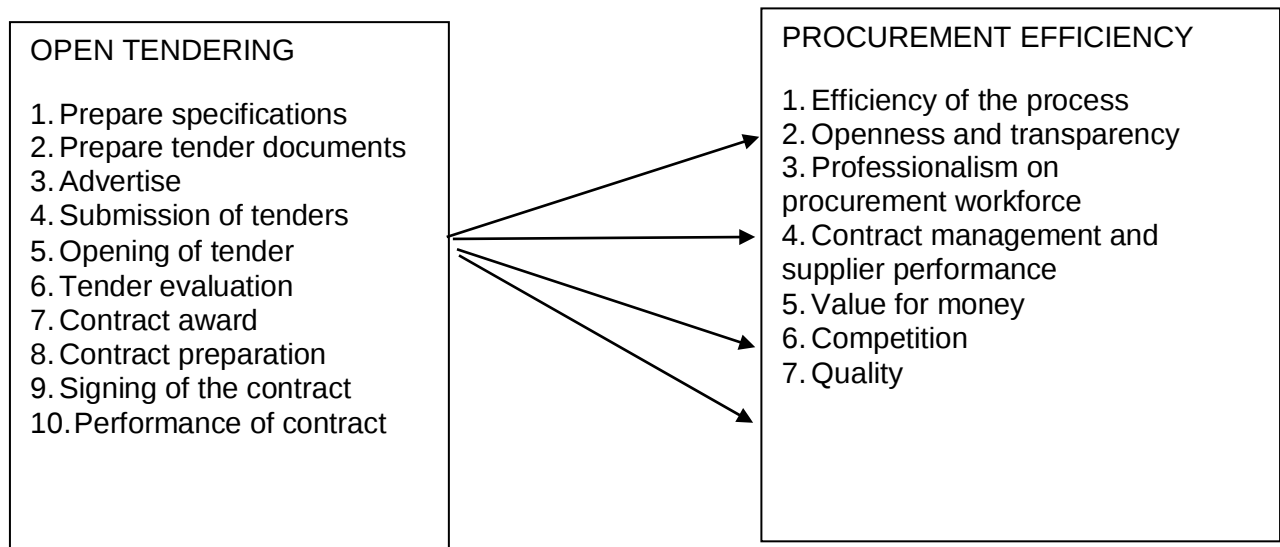
4. Financial growth.

Stock wealth maximization is appropriate goal for management decisions. The risk and timing associated with expected earnings and share of cash flows are considered in order to maximize the price of a firms common stock (Eugene 2009)

Supplier satisfaction and reliable suppliers. Success of supply depends in the ability to link supplier base decisions to organizations strategy and its keen desire to developing suppliers analyzing supplier's capabilities, selecting appropriate supplier and working with that supplier to obtain continuous improvement. Only if the financial selections results with suppliers who are both responsive and

Responsible will the firm obtain the items and services it needs.

2.8 Conceptual framework



The conceptual framework elaborates the study variables and the presumed relationship among them.

Open tendering is carried out carefully and to the requirements of the best standards of practice so as to result into procurement performance; this is measured in terms of transaction cost and time of procurement procedures. Effectiveness is measured by use of e-procurement and of assemblage vehicles like substructure agreements and combining of acceptance, openness and transparency of the whole process which entails fair and equal treatment of participants in the process.

It includes disclosure of procurement rules, publication of procurement opportunities, professionalism of the procurement workforce who States that if procurement personnel is not well trained to handle the increasing complications of procurement, they will be unable to boost the value for money.

Value for money is also attained by the county as tendering process enable quality and timely delivery of goods, services, works and infrastructures to the public.

2.9 Conclusions

The county professionals will seek other contractors to respond to a particular need, such as the supply of goods and services and it will choose a tender that meets the need and provides value for money. This is mainly the open tendering method. Open tendering is generally utilized for procurement or for contracts involving substantial amount of money. Open tendering is used mainly by government departments, offices, state agencies, overseas market and businesses.

Tendering committees are so crucial in public institutions. Their roles are to evaluate the bids in accordance to the specification clearly mentioned out in the original tendering documents and to conduct such an evaluation under a point of system as stipulated in the supply management policy of the organ of state.

CHAPTER THREE.

3.0 RESEARCH DESIGN AND METHODOLOGY

3.1Introduction

The chapter contains research design and methodology. Methodology can be defined as the procedure followed by the researcher in the work of describing, explaining and predicting phenomena. A research design can also be a plan of research that constitutes guidelines concerning the problem to be studied and its various aspects. These chapter seeks to look at the research methodology that is used in carrying out research project. The chapter also recognizes a research outlook, bringing out the target population as well as the sample population. The chapter also have the sampling approach that was employed in identifying the population used in carrying out the study.

3.2 Research Design.

An appropriate framework for study is provided by the research design. A very significant decision in the research design project is the chance to bid regarding research approach since it determines how relevant information for study will be obtained. Survey design enabled the researcher to collect, analyzed and measure data and information as (Kathari 2010)

If the researcher wishes to generalize the responses to a population. It's important to have a representative sample. Surveys that relay on self-selection (respond if are interested) produce non generalized results. It aims at gathering data without any manipulation of the research context. Where a research has got no control over the variables, a descriptive study is concerned with finding out what, where, how a phenomena of interest since they usually involve large samples.

The focus of descriptive research is mapping out the circumstances, situations or set of events to describe what is happening or what happened. It can be used when the purpose is to describe certain characteristics of certain items, estimate proportion of people who behave in certain ways and make specific predictions of people.

3.3 Target Population

The target population is the entire population or group a researcher is researching from. A sampling frame is then drawn from this target population. The study focuses on employees in Nairobi City County, supply chain department.

The county supply chain department has 35 employees comprising of two procurement chief administrative officers in charge of the procurement in the entire department, four procurement officers, eight store heads, five store supervisors, six store administrators and two store keepers, three store inspectors and five clearance stores clerks. The same population from this study was twenty employees. 3.4 Sampling and sampling Procedures.

3.4 Sampling

Kull (1984) also talked of sampling as the process in which a relatively small number of people, individuals, objects or events are selected and analyzed using some systematic form in the aim of finding out about the whole population into homogenous subgroup or subset. Stratified and then taking a sample in each subgroup. The research considered this technique appropriate because each individual is chosen entirely by chance and each member of the population has an equal chance of being included in the sample. The sampling method has some advantages that include lower cost and faster data collection, than measuring the entire target population. Random sampling is used to select employees for the study. Under random sampling, each member of the sample population subset carries on an equal opportunity of being chosen as part of the sampling process.

3.5 Sampling Procedure

Random simple procedures are used and this is where a sample drawn from the entire population so as any member of the population is likely to be drawn as any other that is drawn at random. Due to the number of employees the target population is divided into subset if individuals which will be easy to carry on

This will make it easy to gather on sample population with a number of 20 employees, the sampling procedure will be accurate and fast in terms of speed. The target population and the sample population for Nairobi county are represented in the

table 1

Table 1

Employees job title department of supply chain	Target population	Sample population	Sampling method
Procurement Chief officers	2	2	Random
Procurement officers	4	2	Random
Store heads	8	6	Random
Store supervisors	5	2	Random
Store administrators	6	1	Random
Store keepers	2	3	Random
Store inspectors	3	2	Random
Store clearance clerks	5	3	Random
Total	35	30	

3.6 Data Sources and collection methods

Data source is where the data being used originates from. It maybe the initial location where data is being born from or where physical information is first digitized, that is primary source. The data source in this study is primary in nature. The researcher used the following;

A questionnaire

A questionnaire is a concise proclaimed set of questions administered to the responds, designed to yield specific research information. A questionnaire can either contain open

ended questions or close ended questions.

Open ended questions enabled the respondent to express their opinion while close ended ones are accompanied with answers for the respondent for the respondent to either mark "yes" or "no" or also tick "√" for agree and a "×" for disagree. The researcher used close ended questionnaire to make the data more accurate and precise to the point.

Questionnaires are a very practical way of gathering data as they pose a vast way to gather bulk data on any subject matter. Questionnaires can also face unresponsive from the sample population since not all the people given the questionnaires are willing to give information.

Wrong information can also be given hence making the study to be unreliable and inaccurate.

3 Observation

The researcher saw it necessary to use observation to collect more data.

Observation simply involves physical visit to the organization where the study is being taken from and using skills such as keen observation, listening, quick to learn so as to gather more on the study topic. The researcher visited Nairobi city County offices at City Hall, Nairobi City Hall Walk. The supply chain department offices are located at City Annex building fourth floor. The researcher observed that open tendering, the county starts with preparation of quotation documents for bidders to come and fill them. The quotation documents are prepared by the county procurement officers with the name of the entity and space is left to be filled by the bidders. After the tender is advertised, the suppliers come and fill the quotations and return them and put them in tender box after which a committee is later constituted to evaluate the quotations. The tender box is opened by the committee, minutes of the proceeding written and the committee evaluates and awards the tender to the lowest best bidder.

A.. Interviews

The researcher also used interviews to gather more data on the topic. Interviews are basically asking interviewees questions and writing the answers down. The researcher interviewed 10 county employees out of which ten were females and four males. The interviewees gave information on open tendering and its contributions to procurement efficiency. The interview was as follows;

Table 2

Gender	Frequency
Females	6
Males	4
Total	10

3.7 Data collection procedures

1. Questionnaire

The researcher used questionnaire to sample a population of twenty county staff that were to respond appropriately with a scale of one to five for strongly agree to strongly disagree. The sample population consisted of sixteen and four who did not respond and brought the questionnaires back without filling them. The gender of the respondents were nine male and seven females and the gender of the ones that did not respond were three females and one male. The table below shows the respondent of the questionnaires.

Table 3

	Males	females	Total
Responded	9	7	16
Not responded	1	3	4

2. Observation

The researcher made physical visit to the organizations premises so as to observe how open tendering is carried out, challenges faced when using open tendering and indicators of procurement efficiency. Observation is very accurate since the researcher with help of analytical skills observed the whole tendering process ranging from the county preparation of quotation

department to the involvement of the various committee in the opening of the tender box, evaluation and finally awarding the tender to the lowest bidder. The researcher observed the following;

1. Preparation of quotations documents by use of computer.
2. Bidders' pick the quotations and fills them.

3. Return of the quotations by the various suppliers and put in the tender box.

4. Formation of tender evaluation in the quotations box.

5. Tender evaluation.

6. Award of the tender

3. Interviews

The researcher used interviews to gather information on open tendering and its contributions to procurement efficiency. The county staffs were very generous in volunteering information. The researcher managed to interview ten employees out of which six were females and four males, the interviewees gave information on open tendering. The Table 4 shows the results for the interviews.

Table 4

Gender	Frequency
Males	4
Females	6
Total	10

CHAPTER FOUR

4.0 FINDINGS, INTERPRETATION AND DATA ANALYSIS.

4.1 Introduction.

This chapter focuses on findings, interpretation and data analysis the summarized and presented in form of pie charts, bar graphs, tables and figures. It's documents, open tendering and contributions to procurement efficiency in the city.

4.2 Findings

The researcher prepared and issued questionnaires to the county staffs. The given questionnaires were returned thus presenting of the total questionnaires given. The remaining questionnaires were left for some more days to be fully completed. The questionnaires were then collected from the organization and analyzed so that the organization information gathered could be interpreted and presented. The gathered data was then presented hearings and the specific data presented in table 5.

Table 5

Questionnaire	Frequency	Percentage
Responded	16	80
Not responded	4	20
Total	20	100

4.3 Gender of the respondents

The findings were presented in the table below after the researcher categorized the findings as per the gender responded. Gender played a very important role in determining open tendering and its contributions to procurement efficiency in Nairobi county government.

Table 6

Questionnaire	Frequency	Percentage
Males	9	56.25
Females	7	43.75
Total	16	100

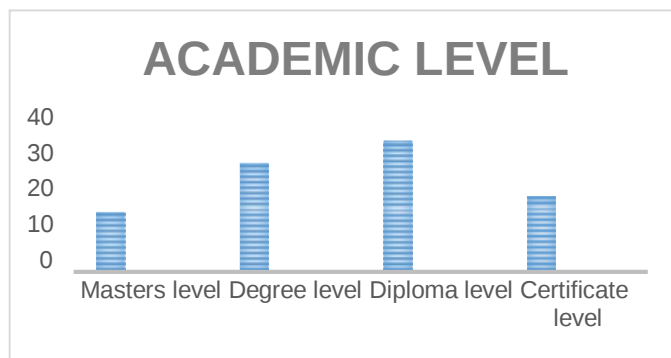
4.4 Academic level

The researcher categorized the employees as per their academic levels ranging from masters, degree, and diploma and certificate level.

Table 7

Academic Level	Percentage
Masters level	16
Degree level	29
Diploma level	35
Certificate level	20
Total	100

The graph below shows the academic level of the employees in the organization.

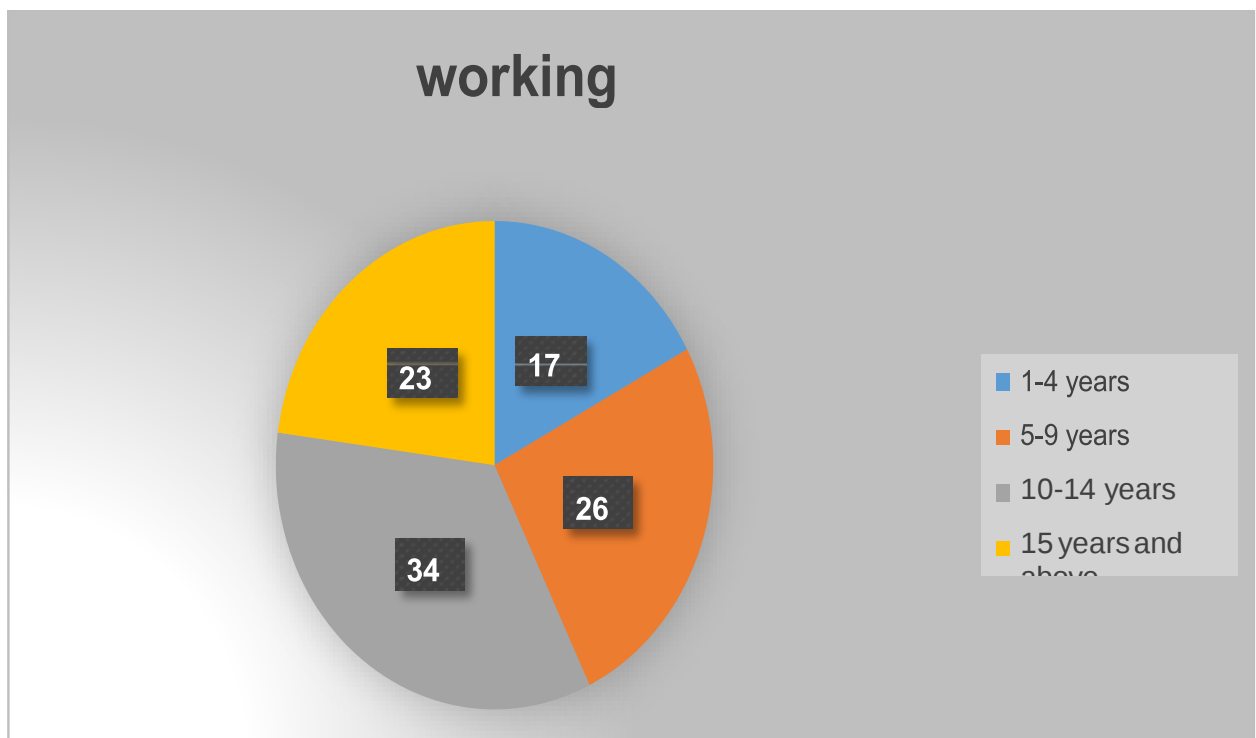


4.5 Working experience.

The researcher wanted to know how long the staffs had worked for the county

Table 8

Working experience	Frequency	Percentage
1-4 years	6	17.14
5-9 years	9	25.71
10-14 years	12	34.29
15 and above years	8	22.86
Total	35	100



From the above study, it's indicated that 17.14% worked for the Nairobi county for 1-4 years, 25.71% of the others worked between 5-9 years, 34.29% were the majority of them who had worked for the county between 10-14 years and 22.86 worked for the Nairobi county for 15 years and more.

The county also should consider bringing in fresh blood to welcome new idea, creativity and innovations.

4.6 Background information Nairobi county government.

The Nairobi City County is the creation of the new constitution of Kenya 2010 and the successor of the defunct city council of Nairobi. It operates under the backing of the urban area Acts. The devolved government's Act and a host of other Acts. The Nairobi City County is charged with the responsibilities of providing a variety of services to the Nairobi residents. These include the services that were hitherto provided by the defunct city council and ones provided by the national government. They include physical planning, health, social services and housing, primarily education, infrastructure, inspectorate services, public works, environment management while the later include agriculture, livestock development and fisheries, trade, industrialization, corporate development, tourism and wildlife, public service management. Nairobi County became the second county to impeach its governor after Kiambu. The governor was impeached due to misappropriation of funds and involvement with corruption. It's also the county where the deputy governor resigns because he couldn't cooperate with the governor. Governor then appointed his deputy who became governor after his impeachment though without a deputy.

Nairobi County has a population of about 2.5 million residences. It is the county with the highest population in the country then followed by Kisumu and Mombasa respectively. The county very congested in terms of people and vehicles. Because of high congestion of vehicles, the climate pollution is very high due to carbon oxide produced as a waste by vehicles and waste products such as oil from companies.

4.7 Mission.

To provide affordable, accessible and Sustainable quality services, enhancing community participation and creating a secure climate for political, social and economic development through commitment of a motivated and dedicated team.

4.8 Vision

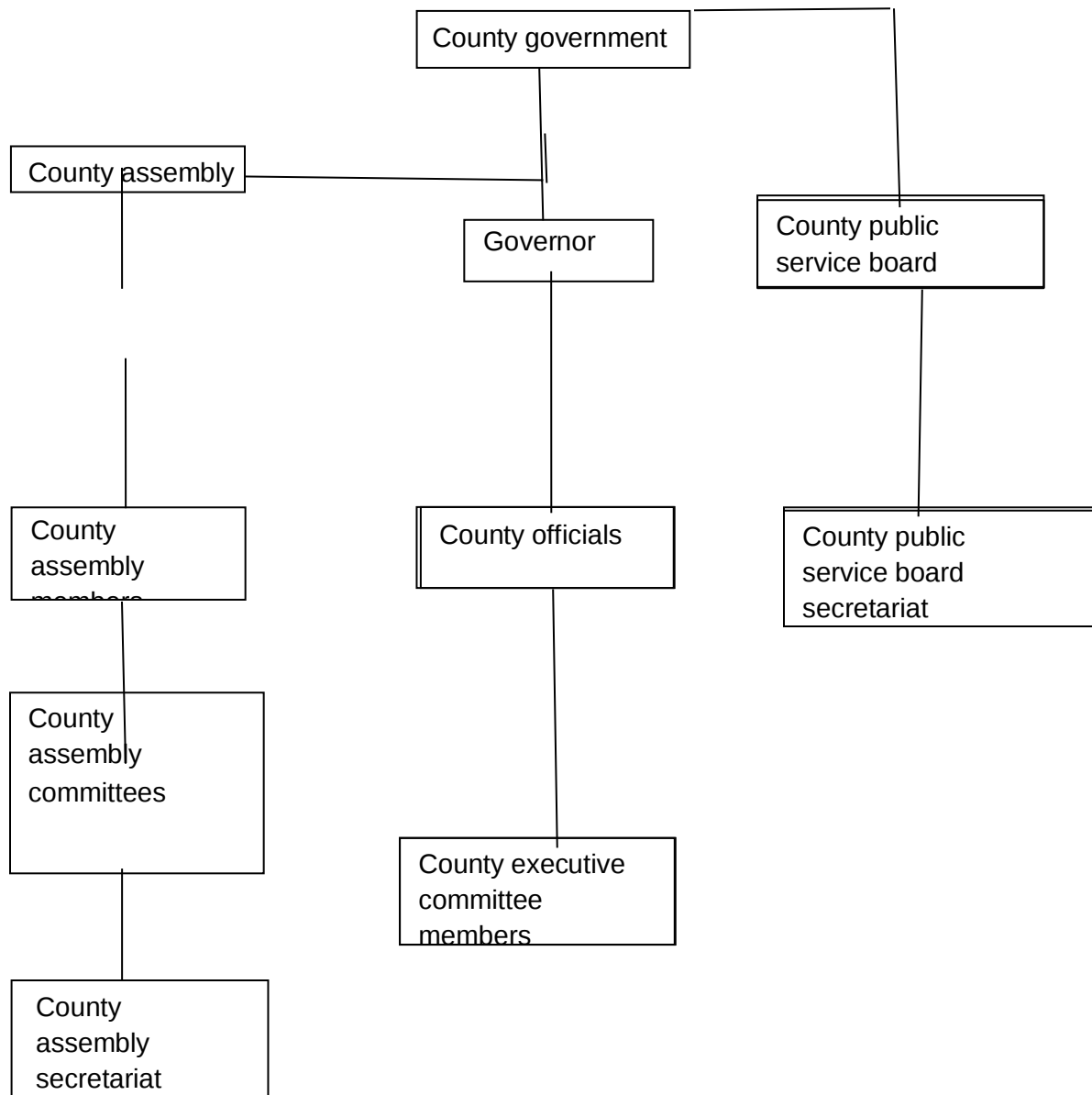
To make Nairobi county the best place to be in Kenya and invest in.

County speaker

4.9 Organization chart Structure.

The Nairobi City County structure has three arms, the executive, the city county public service board and the legislature. The head of executive arm is the governor currently is Ann Kananu Mwenda with no deputy. The county has 10 CECs. Nairobi County chief officer support the members of the county executive committee in their day-to-day operations, to extend in providing assistance in the development of plans and implementation of policies and promoting national values. Below is the structure, objectives of the study.

Organization chart structure

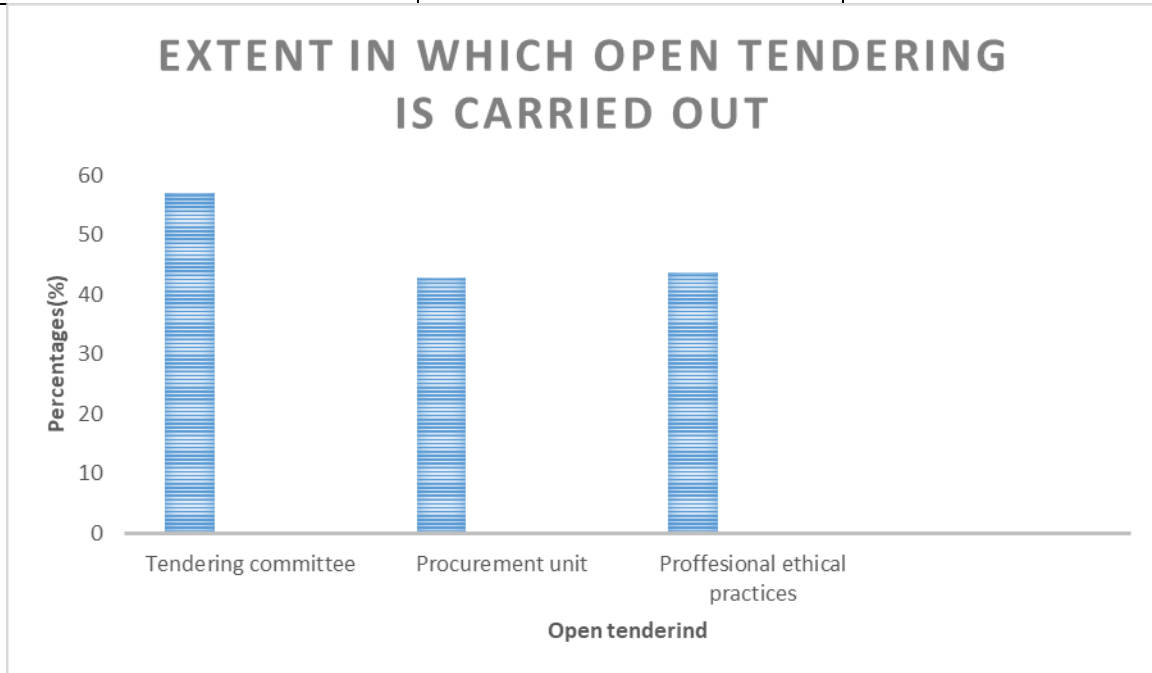


4.10 The extent in which open tendering is carried out.

The researcher wanted to find out the extent in which open tendering is carried out. The findings were shown in the table below.

Table 9

Extent in which open tendering is carried out	Frequency	Percentage
Tendering committee	20	57.14
Procurement unit	10	42.86
Professional ethical practices	5	43.71
Total	35	100



From the findings of the study, it implies that open tendering is carried out as follows 57.14% tendering committee, 42.86% procurement unit go be established to form various committees and 43.71% professional ethical practices should be observed in open tendering process.

4.11 Challenges faced by the county while using open tendering.

The researcher wanted to find out the various challenges faced by the county while using open tendering method. The findings were analyzed in the table below.

Table 10

Challenges faced by the county while using open tendering.	Frequency	Percentage
Unethical practices	12	34
Outdated ICT	10	29
Poor record Management	13	37
Total		100



From the above analysis, it showed that challenges faced by the county was due to 34% unethical practices, 29% from use of outdated information communication

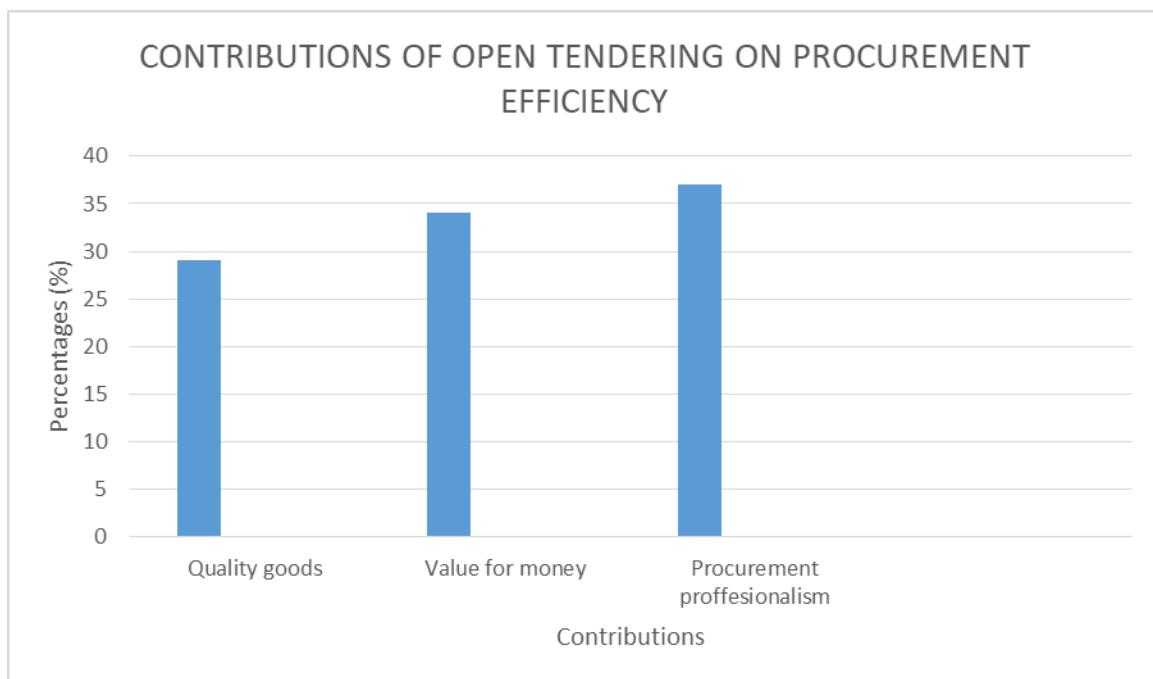
technology and 37% was due to poor record management systems in the county. If all these three problems can be addressed by the county officials, open tendering process will be very effective.

4.12 Contributions of open tendering on procurement efficiency.

The researcher wanted to establish the contributions of open tendering on procurement efficiency in the county of Nairobi. The findings were shown in the table and graph below.

Table 11

Contributions of open tendering on procurement efficiency in the county	Frequency	Percentage
Quality goods	10	29
Value for money	12	34
Procurement professionalism	13	37
Total	35	100



From the above findings it implied that the various contributions of open tendering to procurement efficiency in the county were 29% quality of goods purchased, 34% value for money used and 37% procurement professionalism or ethical practices.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

These chapter focuses in conclusions concluded by the researcher followed by the recommendations necessary after the general observation.

5.2 Conclusions

The researcher made below conclusions following based on the study objectives.

5.3 Extent in which open tendering is carried out

The researcher concluded that for open tendering to be carried out in nairobi county in a civilized and a better way, a procurement unit should be put in places as to establish the various committees such as tendering committee, inspection committee, adhok committee and the tender opening and evaluation committee. In addition, the procurement staff Officers should maintain ethical code of conduct such as accountability, transparency and integrity at all time. The committee should ensure that the above processes is put in place and followed strictly by the procurement staffs.

5.4 Challenges faced by the county while using open tendering.

The researcher concluded that the challenges faced includes, unethical code of conduct between procurement staffs such as corruption, unaccountably, lack of transparency and wastage of finances. Use of outdated ICT systems and poor record management system could pose as a big challenge when using open tendering in acquisition of goods, works and services. The ICT system should be improved to ensure that there is no data loss and also to safeguard information. This will also help to improve communication among the staffs.

5.5 Contributions of open tendering on procurement efficiency in the county.

After gathering information from all the departments, the researcher concluded that open tendering contributes the following on procurement efficiency; quality goods are purchased for the use in the county government department, there is value for money since they feel that money spent on goods is not wasted and finally the procurement professionals maintain good code of conduct in their procurement activities. This is good practice and should continue in all day to day activities.

5.6 Recommendations

The researcher after keen and a long study recommended that for procurement efficiency to be met in the county government of Nairobi, for its acquisition of goods, works and services, there should be use of current and update information communication technology (ICT) in its procurement

operations. This includes elimination of manual paper work to the use of computers like desktops and laptops with packages such as Microsoft word, excel, PowerPoint and Access that are ideal for preparation and editing of documents. The county should also eliminate all obsolete or out dated computers and laptops.

The county should also adopt the use of latest record management systems data storage of data which includes use of computer that enable storage and encryption of data with passwords which are secure. This will keep of intruders or staff that might want to illegally access the information and may want to alter it or destroy it.

The county should also ensure that there are clearly outlined, well stated and well defined roles for all the county staffs. These includes disciplinary measures for rogue procurement professionals. Disciplinary measures may include internal disciplinary measures as well as external measures. Internal measures include pay slash, suspensions, shifting them to other departments and firing them. The Nairobi county government

management can also seek prosecution in a court of law for gross misconduct among the procurement professionals according to the set rules of the Kenya Institute of Supply Chain Management.

The county should ensure that there is value for money spent in procurement process, as this is a vital thing in the supply chain. This is by ensuring that goods bought are of high quality and at economical prices. Howdy or poor deliveries by suppliers should not be entertained since it will reduce on the county efficiency to the public and may cause mistrust with the public.

The County government should continually engage the procurement professionals to understand their weaknesses, strengths, needs and challenges and take appropriate action.

The county management should involve employees in decisions and policy changes that directly affect their job. In order to enjoy recognition in their jobs, employees should be empowered to be more autonomous and self-sufficient so that their morale is improved. The management should involve employees to participate in the activities of the organization by forming groups so that weaker employees can have platform of raising their opinions. This will also enhance better understanding between the employee and their employers thus improving the organization's performance.

Hoppock (1995) noted that training on employee can have varying effects on the employee's development, depending on the type of training used. An employer wishing to increase productivity may require a greater degree of efficiency training, while an employer wanting to increase office communication may employ team-building exercises. The more training an employer receives, the greater the investment by the employee, and the more valuable the worker becomes. Training can affect the development of an employee by improving the worker's job satisfaction and morale. Training is a very important tool an employer has at its disposal to ensure that employee is up to standard without too much push and pull. The employee also should also be an easy subject while the county is planning and undertaking the training.

They should be in the middle of all the processes to become better employees as per the plan of the county management to improve their service delivery.

The city county management should ensure that all the stipulated rules are followed to the latter and no county procurement professional goes against the signed code of conduct.

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QUESTIONNAIRE

NAIROBI CITY COUNTY

Questionnaires are effective mechanism for efficient collection of intended kind of information. The information collected from this questionnaire would be used for the purpose of study but not for personal use. The researcher uses this to make, improve and come up with a better research.

NB: (Tick where appropriate)

SECTION ONE: GENERAL INFORMATION

1. Gender

Male () Female ()

2. Age brackets

20-30 () 31-40 () 41-50 () 51 and above ()

3. Education level

Certificate level () Diploma level ()

Degree level ()

Masters level ()

4. Working experience

1-4 years ()

5-9 years ()

10-14 years () 15 years and above ()

SECTION TWO: BACKGROUND INFORMATION

1. What is the name of the organization?
2. When was the county government established?
3. How many departments does the county government have?
4. What is the county government address?
5. Where is the county government offices located?
6. What is the mission and vision of the county?
7. What are the services rendered by the county government?

SECTION THREE: OBJECTIVES

1. To what extent is open tendering carried out at the county?

(Indicate in the table below with a tick or with a cross following a scale of 5- Strongly agree, 4- Agree, 3- Moderate, 2- Disagree, 1- Strongly disagree)

Table 12

NO	Extent in which open tendering is carried out	5	4	3	2	1
	Tendering Committee					
	Procurement unit					
	Professional ethical practices					

2. What are the challenges faced by the Nairobi county while using open tendering?

(Indicate in the table below with a tick or with a cross following a scale of 5- Strongly agree, 4- Agree, 3- Moderate, 2- Disagree, 1- Strongly disagree)

Table 13

NO	Challenges faced by an organization that uses open tendering	5	4	3	2	1
	Un-ethical practices					
	Outdated ICT					
	Poor record management					

3. What are the contributions of open tendering on procurement efficiency in the county?

(Indicate in the table below with a tick or with a cross following a scale of 5- Strongly agree, 4- Agree, 3- Moderate, 2- Disagree, 1- Strongly disagree)

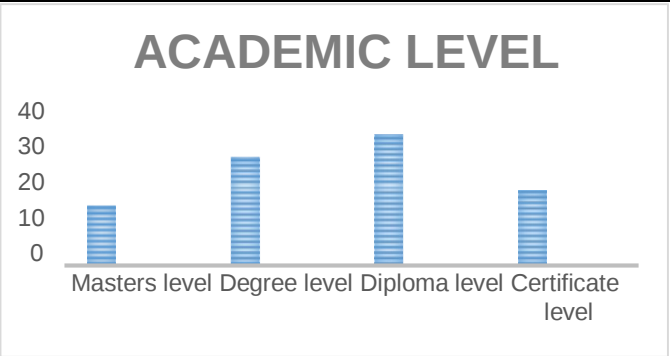
Table 14

N O	Contributions of open tendering on procurement efficiency	5	4	3	2	1
	Quality goods					
	Value for money					
	Procurement professionalism					

APPENDIX

Table 15

Academic Level	Percentage
Masters level	16
Degree level	29
Diploma level	35
Certificate level	20
Total	100



2.

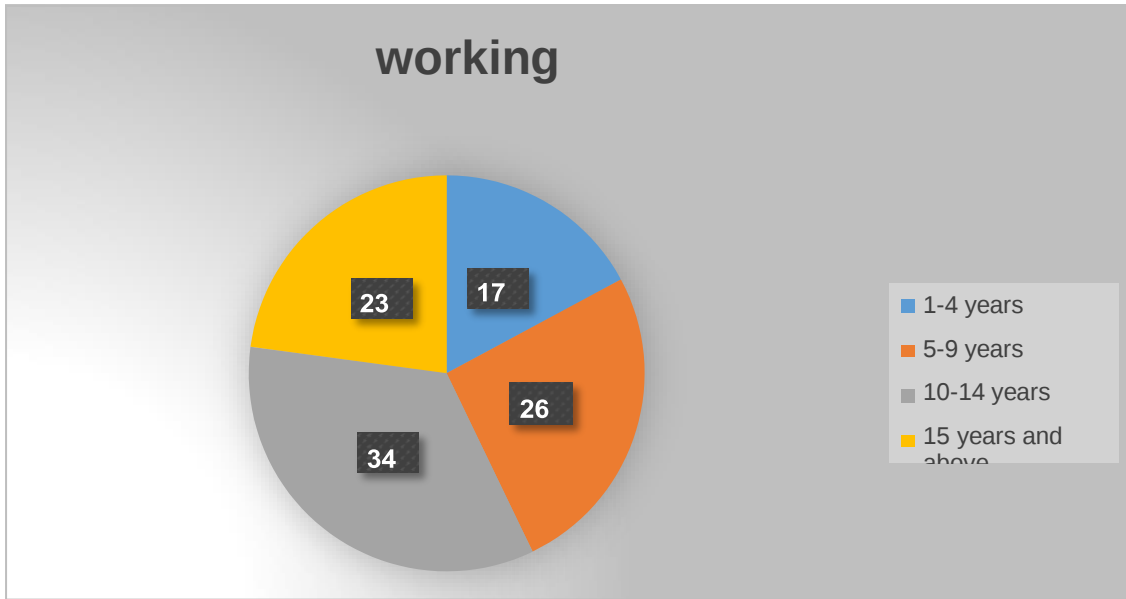
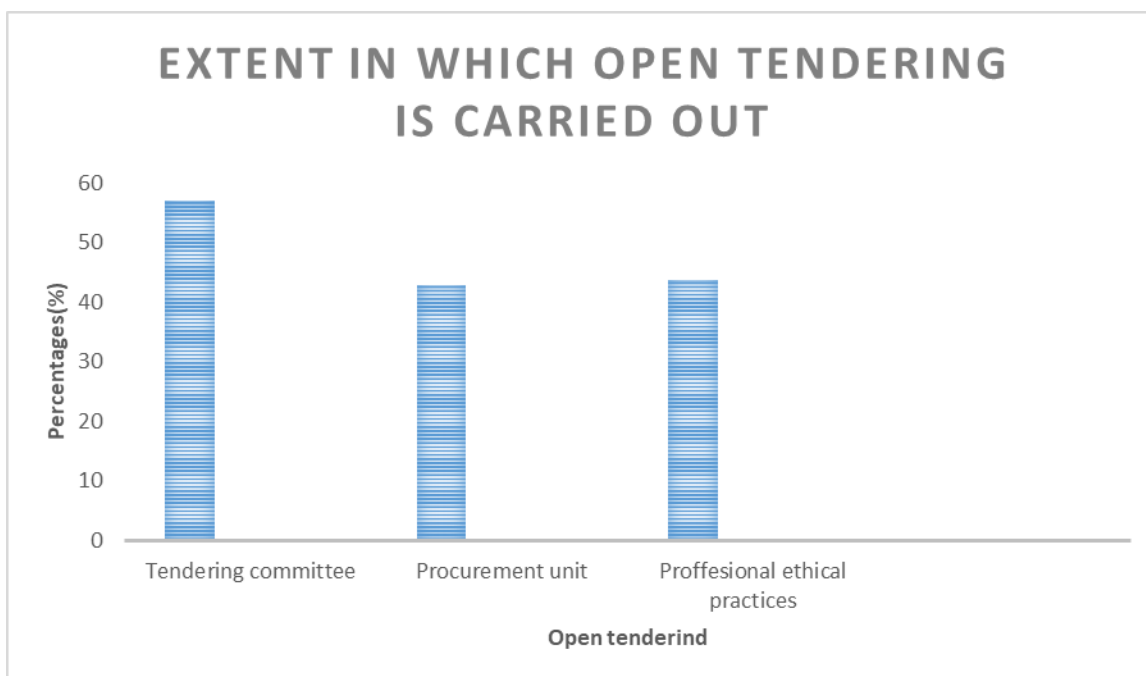


Table 16

Working experience	Frequency	Percentage
1-4 years	6	17.14
5-9 years	9	25.71
10-14 years	12	34.29
15 and above years	8	22.86
Total	35	100

Table 17

Extent in which open tendering is carried out	Frequency	Percentage
Tendering committee	20	57.14
Procurement unit	10	42.86
Professional ethical practices	5	43.71
Total	35	100



4.

Table 18

Challenges faced by an organization that uses open tendering	Frequency	Percentage
Unethical practices	12	34
Outdated ICT	10	29
Poor record Management	13	37
Total		100



5.

Table 19

Contributions of open tendering on procurement efficiency	Frequency	Percentage
Quality goods	10	29
Value for money	12	34
Procurement professionalism	13	37
Total	35	100

