

**FACTORS INFLUENCING EFFECTIVENESS IN TENDERING PROCESS IN
PUBLIC SECTOR, THE CASE OF NYERI COUNTY, KENYA**

BEATRICE N. AYOTI

**A Research Project Report Submitted in Partial Fulfillment of the
Requirements for the Award of the Degree of Master of Arts in Project
Planning and management of the University of Nairobi**

2012

DECLARATION

This is my original work and has not been presented for the award of any Degree in any other university.

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Signature

Beatrice Nyangara Ayoti

L50/99294/2010

.....

Date

This Research Project report has been submitted for examination with my approval as the University of Nairobi Supervisor.

.....

Signature

Dr. Harriet J. Kidombo

Senior Lecturer, School of Continuing and Distance Education

University of Nairobi

.....

Date

DEDICATION

I dedicate this work to my dear parents Mama. Norah Moraa and Mzee Meshack Maonga Ayoti, who inspired me to work very hard to achieve my academic potential. To my lovely husband Isaac Omwenga, sons Enock Abuga, Job Barongo and Derrick Maonga for their perseverance and understanding during the period of my study.

ACKNOWLEDGEMENT

I wish to sincerely express my deepest gratitude to my Supervisor Dr.Harriet J.Kidombo for her immense support, guidance and encouragement during the development of the research problem, Research proposal and project. Without which this would not have been completed.

May I also take this opportunity to appreciate the Board of Post Graduate Studies of University of Nairobi for giving me an opportunity to study. Many thanks Dr.Lilian Otieno-Omotuko and Staff at Nyeri Extra Mural Center for the support accorded me and for providing a conducive environment for learning and assistance in different ways. I can't forget to appreciate the support of my fellow staff and colleagues (MPPM 2012) for their encouragement and support.

Special thanks also to the University of Nairobi lectures for their wonderful support and encouragement during my study. May I also take this opportunity to acknowledge the following for their moral support and co-operation.Eng.Joseph N.Nkadayo DG (KURA).Eng.Mwangi Maingi DG (KeRRA), Eng.M.O Kidenda DG (KeNHA), Eng.Daniel Nderitu (RM KURA),Wilson Chirchil (G.M Finance and Admn-KURA), M/s Francesca Boen (Manager H R - KURA), All Staff KURA, KeRRA and KeNHA and Mr.B.Oundo. I feel indebted and my God bless you abundantly.

May I also thank the Almighty God for his abundant Love, protection, provision of good health, Knowledge and for granting me the gift of life

Thank you all.

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ABBREVIATIONS AND ACRONYMS

CIPS	-	Chartered Institute of Purchasing and Supply Management
D/N	-	Daily Nation
DG	-	Director General
DTB	-	District Tender Board
EAPSEA	-	East Africa Procurement and Supply East Africa
GOK	-	Government of Kenya
GM	-	General Manager
HR	-	Human Resource
I\$A	-	Inspection and Acceptance Committee
KeNHA	-	Kenya National Highway Authority
KERRA	-	Kenya Rural Roads Authority
KISM	-	Kenya Institute of Supplies Management
KURA	-	Kenya Urban Roads Authority
MTB	-	Management Tender Board
PC	-	Procurement Committee
PPADA	-	Public Procurement and Disposal Act 2005/Regulation 2006
PPAB	-	Public Procurement Appeals Board
PPOA	-	Public Procurement and Oversight Authority
PPR	-	Public Procurement Reforms
ROK	-	Republic of Kenya
RM	-	Regional Manager
TC	-	Tender Committee
WB	-	World Bank

ABSTRACT

This study sought to investigate the factors influencing effectiveness in tendering process in the Public sector the case of Nyeri county Kenya. The study is specifically focused on Kenya Urban Roads Authority, Kenya Highway Roads Authority and Kenya Rural Roads Authority in Central Region Nyeri County. Tendering process has been a serious issue of late and if not well management it will be very costly to the Government. Tendering is the function that costs an organization a great deal of money and this has to be performed correctly in order to maximize effectiveness and minimize costs. Most organizations executive management has realized that managing Tenders must emerge as a critical core competency if organizations are to increase revenue. Procurement plays a very vital role in Economical growth and Development of any country if well managed.

The Study aimed at achieving the following specific objectives in Public sector in Nyeri County Main: To establish how duration taken, Ethical practices, training of employees , record management and ICT use influence effectiveness of tendering process in central region in Nyeri county. The study was confined to Road Construction Industry since the study is wide assuming that the respondents were willing to Co-operate, be honest, freely participate, provided accurate responses to the items in the data collection Instruments and the sample size chosen is adequate to draw a valid conclusion. The researcher adopted descriptive survey research design using both qualitative and quantitative research paradigms. The Data Collection Instrument was a questionnaire that was self administer with the help of research assistants. The collected data was analyzed using descriptive statistics and inferential statistics namely Pearson Product Moment Correlation and T-test and presented by use of tables.

The study findings indicated that there was practice of favoritism, tribalism and nepotism in the tendering process in public sector in Nyeri County. The lack of a strong procurement profession and inadequate training of staff has led to failure to employ good practices in procurement, creating inefficiencies and high costs in the tendering process in the county. Some of the recommendations to the management of KURA, KeRRA and KeNHA are that: All the employees involved in tendering process should advance their education level especially those with o-level and Diplomas as their highest education qualification. The Ministry of Roads, KURA, KeNHA and KeRRA heads should ensure this is done in order to improve effectiveness and efficiency in tendering process, the Government should also improve Staff remuneration more particular those involved in tendering process since they handle large sums of tenders to avoid being corrupt, the authorities should ensure that procurement policies and regulations are adhered to, should train all the procurement staff in order to provide them with skills and knowledge of procurement process. All payments for sale of tender documents should also be done online. This will improve effectiveness of tendering process.

The researcher suggest that further research be done on: The impact of ethical practices in tendering process and how it affects the Kenyan economy in other counties, similar study may also be carried out in other counties to establish whether the findings are similar as those generalized in this study and Investigate on other factors that influence effectiveness in the tendering process in Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Public Procurement often constitutes the largest domestic market in developing countries. Depending on how it is managed, the public procurement system can thus contribute to the economic development of these countries (PPOA, 2012). Indeed, public procurement is the principal means through which governments meet developmental needs such as the provision of physical infrastructure and the supply of essential medicines (PPOA, 2010). Again, many governments use Public Procurement to support the development of domestic industries, overcome regional economic imbalances, and support minority or disadvantaged communities. Because the deployment of the Public Procurement System to pursue these developmental goals entails governmental exercise of enormous discretion, Public Procurement is often an extremely controversial subject matter (World Bank Group, 2007).

The Public Procurement Tendering System in Kenya has evolved from a crude system with no regulations to an orderly legally regulated Procurement System. The Government's Procurement System was originally contained in the Supplies Manual of 1978, which was supplemented by circulars that were issued from time to time by the Treasury (GOK, 2010). The Director of Government Supply Services was responsible for ensuring the proper observance of the provisions of the Manual (GOK, 2004). The Manual created various tender boards for adjudication of tenders and their awards. The Authority shall issue guidelines on the format of procurement documents to be adopted for approvals and the documentation of the procurement procedure (PPOA, 2012).

A review of the country's public procurement tendering systems was undertaken in 1999 and established that: There was no uniform procurement tendering system for the public sector as a whole, It did not have sanctions or penalties against persons who breached the regulations in the Supplies Manual, other than internal disciplinary action. Consequently application of the rules was not strict and many of the norms were not followed, the Supplies Manual did not cover procurement of works, the dispute settlement mechanisms relating to the award procedures as set out in the Manual were weak and unreliable for ensuring fairness and transparency, Records of procurement transactions in many cases were found to be inaccurate or incomplete or absent, which led to suspicions of dishonest dealings at the tender boards (GOK, 2010).

The systems had other institutional weaknesses that not only undermined its capacity for carrying out their mandates effectively but also led to a Public perception that the Public sector was not getting maximum value for money spent on procurement (GOK, 2010) .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 (World Bank Group, 2008).

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).

The Public Procurement and Disposal Act, 2005 was enacted and it became operational on 1st January, 2007 with the gazettelement of the Public Procurement and Disposal Regulations, 2006 (PPOA, 2009). The Public Procurement and Disposal Act, 2005 created the Public

Procurement Oversight Authority (PPOA), the Public Procurement Advisory Board (PPAB) and the continuance of the Public Procurement Complaints, Review and Appeals Board as the Public Procurement Administrative Review Board (PPARB) (PPOA, 2006).

It is also important to note that, in the past the quality of service delivery in Public entities was wanting. According to the World Bank Group's (2007) country assessment report, 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. Poor management of the public assets led to an almost total collapse of infrastructure, decline in productivity and an increase in poverty (close to 56 % of the population were living with incomes of less than US\$2 per day) (Kenya National Bureau of Statistics, 2010).

Some public servants would also not attend to their duties diligently and it was common to find members of the public waiting to be served while there was no one in the office. The poor service delivery was also due to unclear direction and non-existent strategic plans. Where plans were present, there was no effective implementation and monitoring system. The lack of accountability was caused by an organizational culture characterized by negative values among staff (Republic of Kenya, 2003a; 2004; 2006). There was relatively low discipline in management and some of the enterprises that were previously successful went into liquidation such as, for example, the Kenya National Assurance and the Kenya Taxis Company, KENATCO (Republic of Kenya, 2005). This was a time that the government needed a turnaround not only to

Municipal Councils but the whole system of government. According to Akech (2011) a more coordinated planning, implementation and close monitoring of government tendering was necessary.

1.2 Statement of the Problem

The overall research problem addressed in this study is that despite an increase in knowledge in the tendering processes in public entities according to Public procurement and Disposal Act (2005), very little has been done to analyze the factors influencing the tendering process in Public sector in terms of Tribalism, politics, nepotism, delays, inefficient, fairness, competitiveness, accessibility, transparency, openness, integrity and profitability.

Although in 2003, the GOK began implementing reforms to address inefficiency in the use of Public resources and weak institutions of governance. The reforms included the development of anti corruption strategies to facilitate the fight against corruption and the enactment 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. The aim was to make the procurement process more transparent, ensure accountability and reduce wastage of public resources among others. Currently, there are weak oversight institutions, lack of transparency, poor linkages between procurements and expenditures, delays and inefficiencies, poor records management, bureaucracy, rampant corruption, Political interests. Bottom-up approach to the development of institutional mechanisms for holding to account the domestic implementation of international regulatory decision-making is also missing hence the need to investigate on the

factors that influencing the Tendering processes in the Public Sector the Case of Central Region Nyeri County Kenya and provide suggestions to improve the tendering process.

1.3 Purpose of the study

The Purpose of the study was to investigate the factors influencing the effectiveness in tendering process in the KURA, KeRRA and KeNHA in Central region, Nyeri County, Kenya.

1.4 Objectives of the study

This study was guided by the following objectives:

- (i) To establish the extent to which duration taken in tendering influence effectiveness of tendering Process in Public Sector in Central Region Nyeri County
- (ii) To examine the extent to which ethical practices influence the effectiveness of tendering process in Public Sector in Central Region Nyeri County
- (iii) To establish how training of employees influence the effectiveness of tendering process in Public Sector Central Region Nyeri County.
- (iv) To examine the extent to which record management influence the effectiveness of tendering process in Public Procurement in Central region Nyeri County
- (v) To determine the extent to which ICT usages in tendering influence effectiveness of tendering process in Public Sector in Central Region Nyeri County.

1.5 Research Questions

The study sought to answer the following questions:-

- (i) To what the extent does duration taken in tendering influence effectiveness of tendering Process in public Sector in Central Region Nyeri County?

- (ii) Do ethical practices influence the effectiveness of tendering process in Public sector in Central Region Nyeri County?
- (iii) How does training of employees influence the effectiveness of tendering Process in Public Sector Central Region Nyeri County?
- (iv) What is the extent to which record management influence the effectiveness of tendering process in Public Procurement in Central Region Nyeri County?
- (v) Does ICT usage in tendering influence effectiveness of tendering process in Public Sector in Central Region Nyeri County?

1.6 Hypotheses of the Study

The study sought to test the following hypotheses:-

1. Ho Duration taken in tendering does not significant influence effectiveness of the tendering process
2. Ho Ethical practices does not significantly influence effectiveness in tendering process
3. Ho ICT usage in tendering does not significantly influence effectiveness in tendering process

1.7 Significance of the Study

The findings of the research will greatly benefit the management in PPOA, KISM, EAPSEA, KURA, KeRRA, and KeNHA and the GOK as it will provide part of the evidence to assist in the revision of Procurement policies in favour of Procurement Profession regarding the tendering processes in Public Sector

The research will also add value to the body of knowledge and understanding the tendering process in Public entities. This will be beneficial to researchers who may want to research more in this area.

1.8 Scope of the Study

The study was confined to the Public sectors in the Construction of Roads industry in Central Region in Nyeri County –Kenya.

1.9 Assumptions of the study

The study assumed that, the respondents were honest and gave accurate response to the items in the data and the sample size chosen was adequate to help draw a valid conclusion and was unbiased.

1.10 Limitations of the Study

Since the researcher is a fulltime Public Servant employee of the Government, getting permission and covering of long distance was a limiting factor. Research assistants were of help as they distributed the questionnaires and collected them hence overcoming the challenges of time.

The researcher collected data from three parastatals dealing with Roads Construction within Central Region, Nyeri County, funds and transport was not a challenge as all the employees operate from their respective headquarters in the Ministry of works in Nyeri County

1.11 Delimitation of the study

The study was carried out in Central Region in Nyeri County. It focused on KURA, KeRRA and KeNHA Roads construction agencies in Nyeri County. The study delimited itself to the use of qualitative and quantitative research design. The researcher felt that this design best explains in details the variables of this study and therefore able to answer the research questions of the study.

1.12 Organization of the Study

This study is organized in five chapters. Chapter One covers background to the study, statement of the problem, purpose of study, research objectives, research questions, significance of the study, scope of the study, assumption of the study, limitations the study, delimitation and definition of significant terms. Chapter two covers literature review, Chapter Three covers Research Methodology, Chapter four data Analysis, Presentation and Interpretation while Chapter five covers summary of the findings, discussions, conclusions and recommendations.

1.13 Definition of significant terms

Agency	-refers to KURA, KeNHA and KeRRA in the Ministry of Roads that deals with road construction and maintenance. KURA-Kenya Urban Roads Authority KeNHA-Kenya National Highway Authority KeRRA-Kenya Rural Roads Authority
Duration of tendering	- Refers to time taken to undertake tendering to its logical 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
ICT Use	- means use of computer and computer soft ware 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.
Training of Staff	- Refers to the process of organizing workshops for capacity Building on tendering process
Unethical Practices	- Refers favoritism in tendering process due to nepotism, Tribalism and political interference that denies the lowest or the bidder the opportunity.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on Tendering processes. It contains Literature on factors Influencing effectiveness of tendering process in Public Sector. It highlights on the following: Tender Processes, steps in tendering process, duration taken in tendering process, ethical Practices in tendering process. Training of employees in Tendering Process, use of ICT in Tendering process and record management in tendering process. It also presents gaps to be filled by the study and the conceptual framework.

2.2 Tender Process in Public Sector

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 (Lysons and Farrington, 2006). Tendering is based on the principles competitiveness, fairness and accessibility, transparency, openness and probity (World Bank, 2008). Internationally, all Public entities are subjected to open tendering by law so as to prevent fraud, waste, unethical practices or local protectionism (global trade negotiation 18th Dec.2006). Tendering language in Botswana is very similar to that employed by the World Bank. The Botswana Ministry of Finance is the ministry responsible for government procurement of consulting work. Although in the past the rules concerning procurement were very complicated and open to conflicting interpretations, in 2001 these rules were simplified and consolidated under one law: the Public Procurement & Asset Disposal Act (No 10 of 2001). Under this law, the Central Tender Board was renamed the Public

Procurement & Asset Disposal Board. The District Tender Boards were reconstituted as Procurement & Asset Disposal Committees operating within the District administrations but answerable to the central PP&ADB in the capital, Gaborone (GOK, 2004).

The main aim of the Botswana procurement policy is to ensure that the system is not corrupt. Nevertheless, a system of granting of preferences is permitted in the Botswana tendering system. As race is downplayed as a factor in Botswana society, such preferences do not depend on race, disability or gender (Jodie, 2004). In Botswana the system of preference is based on whether the consultancy or contracting company is owned by Botswana citizens. 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."

The Botswana government draws a distinction between contractors and consultants. In order to qualify for the preferences, consultants and contractors are required to register on separate service provider databases, and to obtain a registration number (World bank, 2008). The Botswana government recognizes 3 categories of tenders: restricted tender - i.e. tenders reserved for Botswana citizens only, up to a maximum value of P4 million (four million pula), National competitive bid - i.e. where citizens of other countries may bid but preference may be granted according to the shareholding or composition of the tendering consortium, for contracts of up to a maximum value of P50 million, open competitive bid - i.e. for contracts of over P50 million no reservation or preference is permitted, and international competition is encouraged. (Shash and Abdul-Hadi, 1992) Before being allowed to tender for government contracts in Botswana, a consultant must register on the PP&ADB database of consultants.

Before being permitted to register as an independent consultant in Botswana, a foreign national must have worked in Botswana for 1 year. Only consultants and contractors who are registered with the PP&ADB are permitted to tender for restricted tenders and national competitive bids. Open competitive bidding is open to all companies, even those without a presence within Botswana. To register with the PP&ADB, Botswana citizens fill in CTB Form No 6, while foreign nationals fill in CTB Form No 7. All government tenders are published in the Botswana Government Gazette, which comes out once a week on Fridays, although lately the gazette has been appearing on Mondays. All IT tenders are advertised on the Botswana government website as well. Government tenders are also published in the local Botswana newspapers (Jodie, 2004).

The law guiding Kenyan Public entities choice of Procurement Procedures in the Public Procurement and Disposal Act 2005 (PPOA, 2005). It requires Public entities to use open tendering as the choice of procurement procedures and only use an alternative procurement procedure in times of urgent need (Jodie, 2004). The Act of parliament came into operation on 1st January, 2007 after years of misuse of Public funds by procurement entities. It aims to Maximize economy and efficiency to promote Integrity and fairness of procurement procedures, to increase transparency, and accountability and to increase public confidence in public procedures (Public Procurement and Disposal Act 2005).

In Beijing, according to the new circular strengthening the bidding and Tendering process dated 17th January, 2012, the establishment of fair, competitive and transparent bidding and tendering process is essential for market oriented reforms. Especially for the construction Industry (Beijing Regulation No 12 of 2011).

In Kenya, the procurement systems had other institutional weaknesses that not only undermined its capacity for carrying out their mandates effectively but also led to a public perception that the public sector was not getting maximum value for money spent on procurement. In 1990s, Lewa (2007) indicates that there was a concern among Kenya's development partners, civil society, and the citizenry about the need to have a sound legislative and institutional framework to govern the public procurement sector in Kenya. Towards the end of 1990s, enactment of legal and institution frameworks which were necessary to streamline the management of public procurement sector in Kenya was a condition for development assistance from western countries, the World Bank and International Monetary Fund. The delay by the then KANU regime to enact a sound legal framework to guide the management of public procurement resulted in the suspension of aid to the country in 2000 by western countries, World Bank and International Monetary Fund. According to Odhiambo & Kamau (2003), Kenya's development partners in the west argued that the absence of a sound public procurement law was responsible for runaway corruption in the sector. This study sought to investigate factors that impede effectiveness of tendering process in public service.

2.2.1 Steps in Tendering Process in the Public sector

There are several main steps that are mostly used in the tender process (Creswel, 1999). First, Tender process is determined: the organization requesting the tender will determine the type Of tender that will be used, as well as what will be involved in the tender process. Second, request for tender is prepared: the request for tender outlines what is required, the contractual requirements and how you should respond. Thirdly, tenders are invited: the value, complexity and business category determines how tenders are invited. Fourthly, suppliers respond: you should first obtain all relevant documentation. At this stage it's important to attend any pre

tender briefing sessions being conducted, clarify any uncertainties, plan your response, prepare your response and submit your response in the right format, on time and at the right location (Fadhil and Hong, 2002). Other stages are fifth stage, this is the stage of evaluation and selection: each tender will be checked for compliance, and if compliant, then evaluated against the criteria specified in the tender documentation. The tender that offers best value for money will win the business. Six, involves notification and debriefing: when a contract has been awarded, the successful tenderer will be advised in writing (of the outcome. Unsuccessful tenderer are also advised and offered a debriefing interview Dozziet *al.*, 1996). finally, contracts established and managed: generally a formal agreement will be required between the successful tenderer and the relevant agency. This study aimed at investigating factors that makes this process ineffective.

2.3 Duration taken in Tendering process in Public Sector

Duration taken is one of the factors that influence effectiveness of tendering process in Public Sector. If not well managed it will be very costly to the company. All Public sectors are required to comply with the law on duration taken in tendering process.

Tendering is the function that costs an organization a great deal of money and this has to be performed correctly in order to maximize effectiveness and minimize costs (GOK, 2004). Organizations, Executive management everywhere is realizing that managing Tenders must emerge as a critical core competency if organizations are to increase revenue. According to Public Procurement and Disposal Act 2005 and Regulation Procurement play a very important role in Economical growth and Development of a country if well managed (Jodie, 2004). It is vital to ensure that time taken in tendering process is reasonable and is compliant with the law. The recommended duration is less than three months. This study aimed at establishing whether

in road construction agencies is duration is adhered to and whether it influences effectiveness of tendering.

2.4 Ethical Practices and Its influence in Tendering Process in Public Sector

Unethical practices are an enemy to development not only in Kenya but globally. It greatly contributes to poverty increase in a country is not well managed. Corruption in the UK, the Transparency International U.K had launched the major findings from a series of studies which examine corruption in the U.K. The reports – which represent the most comprehensive research ever undertaken in this area – examine the levels of corruption in 23 UK sectors and Institutions. The research represents a ‘corruption health-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 (Ahmed, Irfan, and Parasuraman, 1994).

According to Vee and 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 Mufumba (2002), 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 (according to Fred Ngobi Gume). 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.

In Russia, the Tendering system has also weaknesses. Corruption is invariably associated with Russia's business environment and in procurement and tendering of huge projects around the world. Although it remains a major problem, corruption in Russia is being tackled and the business environment is improving. Businesses in Russia can mitigate their risks through simple steps and by being alert. (Business, Corruption and Russia 14 March 2012)

In South Africa, according to a parliamentary report on service delivery recommendation of *13 September 2010*, the tendering process was introduced to eradicate rampant unethical Practices that were observed in the country. The government was to tighten the tender system in South Africa's municipalities in order to fight unethical practices, while prosecuting officials who abuse the system. "The tender system in municipalities needed a total turnaround".

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. According to Seloba (2006), Political interference in Administration remains a serious challenge to both Administrative practitioners and politicians in government. More so in procurement processes due to the amount of money involved.

In Kenya, District Tender Boards (DTBs) were also established to cater for procurement at the lower levels of government administration. DTBs were also inter-ministerial and were made up by the representatives of government ministries in the districts. They had the same powers as

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 (GOK, 2005a).

The Financial Regulations also provided for an appeals process. Appeals against the decisions of the DTBs lay to the CTB, those against the MTBs lay to the relevant permanent secretaries, while appeals against the CTB and Department of Defense tender 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. For example, these circulars raised the procurement thresholds and reviewed adjudication procedures. They also dealt with matters of policy. Thus Treasury Circular No. 1 of 1998 sought to give incentives to local firms to participate in government procurement by conferring preferential bias of ten per cent where the tendering firms were controlled by indigenous Kenyans. The above procurement system had several deficiencies. First, there were no sanctions against government officers who breached them and the system was thus vulnerable to abuse.

Indeed, the Government Contracts Act provides that “public officers” cannot be sued personally upon any contracts which they make in that capacity.” The incentive for public officers to engage in corrupt procurement deals is thus quite strong. Second, procurement policies and procedures were scattered in various government documents. 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. 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, Irfan, and Parasuraman, 1994).

Unethical practices in Public Procurement was also facilitated by the lack of transparency in the system; the applicable procedures were invariably inaccessible to the public according to World Bank (2008). To make matters worse, Kenyan law does not prohibit public officials from participating in private enterprise. Indeed, the civil service is by far the most important launching pad for businessmen in Kenya as it gives senior government officials and politicians access to public resources, such as lucrative public procurement 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 (Ahmed, Irfan, and Parasuraman, 1994).

Further, there was no provision for dissatisfied bidders or the general public to appeal against the procurement decisions of the various tender boards where, for instance, there were irregularities in the process. The system only allowed for appeals by accounting officers (usually permanent secretaries) in the relevant government ministries, departments and agencies. And there was no role for the judicial system as the decisions of the administrative appeal bodies were deemed final. All these unethical practices have led to a flawed tendering process that resulted to loss of huge sums of money. This study sought to investigate the influence of unethical practices on effective tendering process.

2.5 Training of employees involved in tendering process in Public Sector Procurement

According to Landale (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 training participants acquire new sets of values and attitudes. The appreciation of their inherent but untapped potential and reinforce their self-confidence and sense of autonomy as opposed to dependency (Osborn et al 2003). For any project to be implemented successfully people involved must be trained. The training offered must be of quality to ensure effective implementation of tendering process. If this is lacking then the tendering process will be adversely affected (Husband and Bolles 2007). According to the Public Procurement and Disposal Act 2005 section (7) procurement shall be staffed with procurement professionals whose qualifications have been recognized by the authority. The authority shall facilitate the establishment of an examination body for procurement professionals and shall ensure support for their professional association. These means that learning is knowledge and knowledge is power (Ahmed, Irfan, and Parasuraman, 1994). This study aimed at investigating whether road constructing agencies trained their staff and the influence of the training on effectiveness of tendering process.

2.6 The use of ICT in Tendering Process in Public Sector Procurement

According to Egan, (1998) 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 (National Institute of Governmental Purchasing, 2001, Minahan and Degan, 2001, McIntosh and Sloan, 2001, Ribeiro, 2001). The procurement process is not solely the buying of goods and services but also incorporates buying strategy as well (Egbu et al, 2003). The public Sector has produced a plethora of initiatives to investigate ways to improve the strategy and processes of procurement over the last 11 years. Despite these suggested advantages, Martin (2004) shows that in construction agencies, still less than 30% of tender documentation are sent out in electronic form. This is because Construction procurement is more complex than general procurement. This situation is even worse in developing countries such as Kenya.

There are many different parties involved who feed information into the process – clients, consultants, contractors and suppliers. Construction work specifications can be less well defined with unknowns such as ground conditions could large impact on the overall cost (Eddie et al, 2007). In contrast items in goods and services procurement can be tightly specified with little movement from the original specification. Factoring in risk is a major aspect and can determine the form of contract, how it is assessed and its overall outcome. For these reasons electronic solutions for general procurement need to be altered to meet the needs of construction procurement. This therefore make tendering process complex.

According to Knudsen (2003) suggests that procurement can be condensed into the following six processes -“e-sourcing, etendering,e-informing, e-mro (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

manually processing tender information and re-transcribing for contract management activity. Bell (2001) suggests changes must take place if electronic solutions are to become predominant and companies are to remain competitive in the new era. Therefore ICT is critical in tendering process. Rankin et al (2006) published a study into drivers and barriers for e-procurement in Canada. This was the first piece of research to investigate drivers and barriers in construction e-Procurement. This confirmed that the drivers and barriers identified from the goods and Services industries could be applied to the construction industry. His study focused more on e-sourcing within construction e-procurement rather than e-tendering. With a stationary product and a production line that changes locations, greater complexity and economic value the construction industry is essentially different to other industries. The consequence is that the drivers and barriers to construction e-procurement could be performing differently to those in the general goods and services industry (Ahmed, Irfan, and Parasuraman, 1994). This study narrows down to evaluate level of usage of ICT in tendering process and its influence in effectiveness in tendering process.

2.7 Record Management in Tendering Process in Public Sector Procurement

Record Management is a must if there is to be good governance in public entities in Tendering process. In cases where records are poorly managed companies have lost a lot of Revenue though county business claims. if not well managed could lead to Business claims or Poor governance. A survey had shown that many companies still have poor electronic Record management Practices, which could result in business insurance claims if they are taken to court (Ahmed, Irfan, and Parasuraman, 1994).

According to research by the Association for Information and Image Management (AIIM), One third of organizations have no systems in place to manage or record electronic documents. Of

those that do, a large number have no policies with regards to the filing and Storage of email communications. Firms involved in legal disputes are often reliant on past communications, which today are almost all electronic. Good electronic record keeping could prevent firms from having to claim on their business insurance policies by avoiding court cases in the first place. Where Companies are taken to court, commercial legal protection can provide cover for Compensation and awards and legal defense (Ahmed, Irfan, and Parasuraman, 1994).

According to the Public Procurement and Disposal Act 2005 section 45(1), it states what should be kept and maintained in tendering process. Procurement records shall be kept by all Public Procurement entities. Procurement entity shall keep records for each procurement for at least six years after the resulting contract was entered into or, if no contract resulted after the procurement proceedings were terminated. The records for procurement must include the description of the goods, works or services being procured, if a procedure other than open tendering was used, the reasons for doing so, Copy of the advertisement as it appeared in the newsletter or publication, the name and address of the person marking the submission, the price and the summary of the other terms and conditions of the tender, proposal or quotation, a summary of the evaluation and Comparison of tenders, proposals or quotations, including the evaluation criteria used, if the Procurement proceedings were terminated without resulting in a contract, the explanation of Why they were terminated, a copy of every document the act requires the procuring entity to Prepare and such other information or documents as are prescribed (Kombo and Tromp, 2011). Keeping the above records are vital because after a contract has been awarded or the Procurement proceedings have been terminated, the procurement entity shall on request, Make the records available for the procurement available to a person who submitted the Tender, proposal or quotation or, if direct procurement was used, a person with whom the Procurement

entity was negotiating .The procurement entity may charge a fee for making the Records available but the fee shall not exceed the costs of making the records available.

According to Musembi (2005) efficient record management is basis of good governance. , there exists a very close relationship between good governance and records keeping. Well-managed records are essential tools for good governance. They facilitate the achievement of transparency and accountability in Public Tendering, as indeed in all other types of administration. When government records are easily accessible to members of the Public at times when they want to verify actions and activities of public servants, a Relationship based on trust between the governments and the governed is greatly strengthened (Kombo and Tromp, 2011). In such an environment, evidence will be made available whenever needed. The public Service will then enjoy the confidence and the support of its citizens.

Unfortunately, the state of Record management has often been unsatisfactory, especially in developing countries. The Consequences have been very serious: mistrust, suspicion and above all lack of transparency and accountability (Kombo and Tromp, 2011). Evidence clearly shows that many developing countries have severe record management Problems. As a result, effectiveness in public administration is directly undermined in a Number of ways: the administration of justice is greatly compromised and government Revenue cannot be fully collected because the records on which their calculations must be based are not comprehensive enough, or were never created. Furthermore, in an environment in which records are poorly kept, proper audit is practically impossible. These are very costly failures, especially for poor developing countries, countries that are perpetually begging. Tendering processes are not exception to this problem.

In many public records in Kenya, as in many other developing countries have been so poorly managed that they have directly undermined any efforts to achieve good governance(Ahmed, Irfan, and Parasuraman, 1994). Good governance cannot be achieved in an environment in which records are poorly managed, and in situations in which Records are regularly missing or lost. This study will examine record keeping in KeRRA, KURA and KeNHA and the influence of record management on effective tendering.

Every day public officers in Kenya, as indeed in other countries, are supposed to provide Services to the citizens. Every hour, every day, they are making decisions that relate to the Provision of these services. They must, of necessity, rely on records to make these decisions. When the records are disorganized, when some of these records are missing or lost, this is Likely to lead to poor decisions, and sometimes delayed decisions. In other words, citizens will be denied quality decisions. They will be denied efficient services by the very people whose taxes they are paying (Kombo and Tromp, 2011).

Government cannot achieve good governance without efficient record keeping systems and services. Relationship between Efficient Records Keeping and Administration of Justice as everybody knows, efficient court services provide one of the strongest foundations for good governance. In turn, an efficient court system must of necessity be based on effective record keeping systems and services. Proper record management is necessary for effective tendering. Poor record management creates confusion and problems in future referencing.

2.8 Theoretical Framework

This section covers the theory underpinning this study. Contingency theory fits this study.

The Contingency Theory

Contingency theory is a class of behavioral theory that claims that there is no best way to organize a corporation, to lead a company, or to make decisions. Instead, the optimal course of action is contingent (dependent) upon the internal and external situation. Several contingency approaches were developed concurrently in the late 1960s. Historically, contingency theory has sought to formulate broad generalizations about the formal structures that are typically associated with or best fit the use of different technologies. The perspective originated with the work of Joan Woodward (1958), who argued that technologies directly determine differences in such organizational attributes as span of control, centralization of authority, and the formalization of rules and procedures.

Mohsini and Davidson (1986) make use of contingency theory to examine the effects of structure and environment on performance, measured using the concept of conflict. Ireland (1983:25) indicates that he has used contingency theory to identify managerial actions affecting project performance. Kelly and Fleming (1986) and Brandon (1987) have attempted to take this further and build models of the procurement system. This theory is relevant to the study since the study looked into the aspects of duration of time used in tendering, ethical practices in tendering, usage of ICT in tendering and record management in tendering and how it influences effectiveness of tendering in a formal structure.

2.9 Conceptual Framework

The Figure 1 below shows how dependable and in dependable variables of the study and how they relate to each other. The main objective of the study is to analyze the factors influencing the effectiveness of tendering process in Public procurement in Nyeri county in central region Nyeri county .The undependable variables identified are; duration taken in the process, unethical practices, Training, use of ICT and Record Management

Duration of time taken in tendering, influences effectiveness of tendering process. Tendering process that takes a long time before being processed will be affected by inflation. Prices of inputs will rise there by forcing the tendering firms to adjust the quoted prices consequently bringing confusion. Tendering process that takes short duration brings about efficiency. Unethical practices such as favoritism, tribalism and political interference makes tendering ineffective, since the lowest bidders will not be awarded. Effective tendering system must be devoid of such unethical practices.

Trained staff with adequate knowledge on procurement procedures will improve effectiveness of tendering process unlike untrained staff.

Use of ICT should generally increase effectiveness of tendering due to its ability to store and process a large data in a short time objectively than manual processing which is affected by human errors and subjectivity.

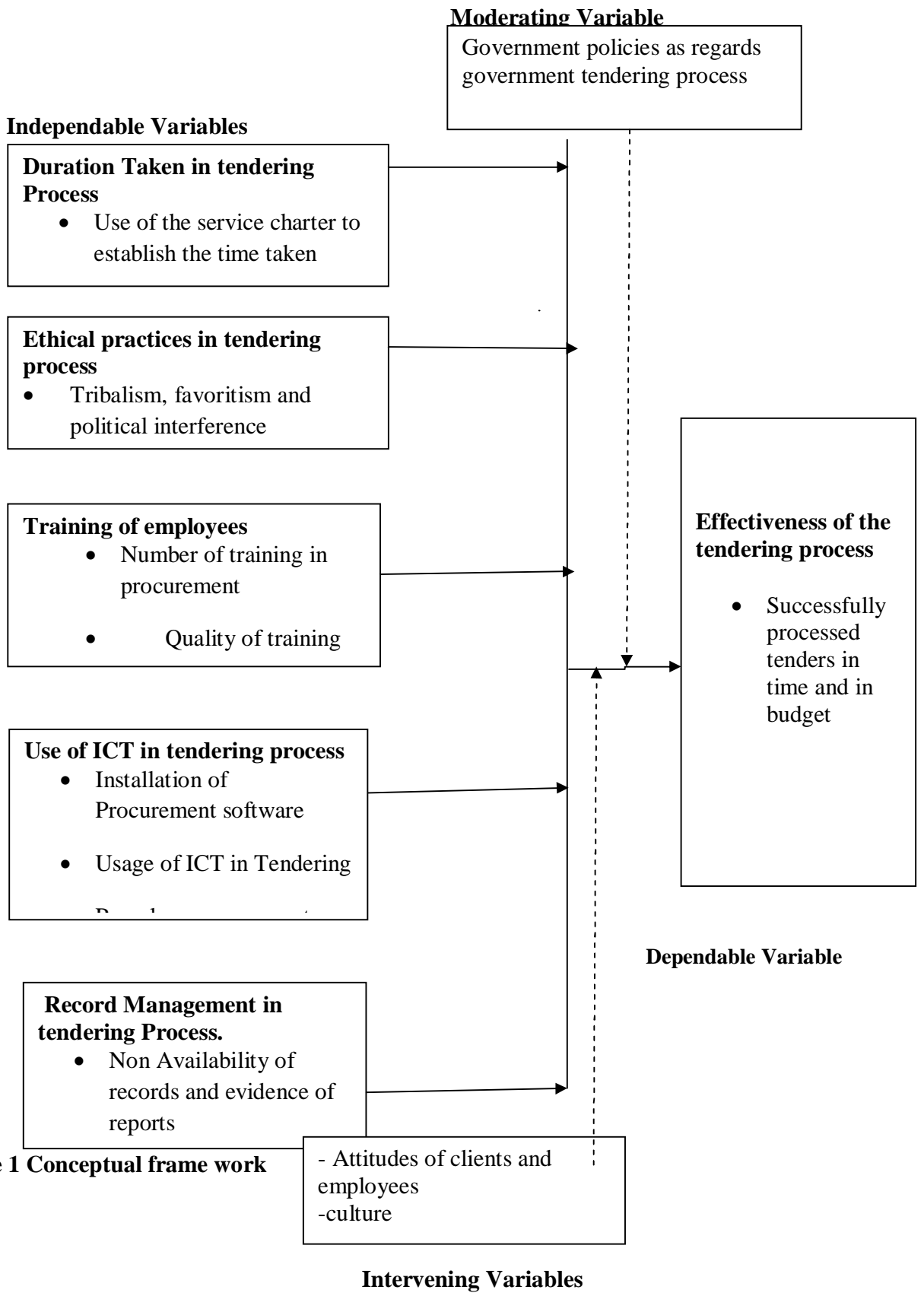


Figure 1 Conceptual frame work

2.10 Summary of the Chapter

This Chapter covered related literature review with an aim of identifying knowledge gaps. The section describes tendering process in Public Procurement and steps in tendering process. Duration taken in tendering process was identified as one of the factors that influence effectiveness of tendering process. However, no study has been done on how duration taken to award tender influence tendering in road construction agencies. In addition, little has been done on influence of ethical practices in tendering process, training of employees in tendering process, use of ICT in tendering process and record management on effectiveness of tendering in public service specifically on road construction. This is the gap that this study intends to fill.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology which was used to carry out the study. It 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

The research design is the structure or approach of the research and also a kind of glue that holds the entire required element in the research thesis together and gives a concrete report to the researcher (Kombo and Tromp, 2011). Research design is the outline, plan or scheme that is being used to generate answers to the research problem. It is basically the plan and structure of investigation. Descriptive research sought to establish factors associated with certain occurrences, outcomes, conditions or types of behavior.

Descriptive survey research design was adopted for this study. 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 &Mugenda, 2003).

3.3 Target Population and Location

KURA, KeRRA and KeNHA from Central region, Nyeri County, Kenya were used for this study. 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 and Mugenda, 2003).

3.4 Sampling Design and Sample Size

Sampling is the process by which a relatively small number of individual, object or event is selected and analyzed in order to find out something about the entire population from which was selected. A sample is a small proportion of targeted population selected using some systematic form. The research used stratified random sampling because it enabled representation of each agency under study, that is, KURA, KeNHA and KeRRA and allows generalization of a larger population with a margin of error that is statistically determinable (Mugenda & Mugenda, 2003). Fifty percent of staffs under were selected randomly from each agency KeRRA, KeNHA and KURA to be in the sample. Mugenda and Mugenda (2003) recommend 10 percent of the population as an adequate sample in a social study. However as the sample size increases, the characteristic of the sample approaches that of the population, hence the study went for 50 per cent of the population. A sample of 30 employees was selected to be used in the study. The following table shows bodies to be interviewed and number to be interviewed.

Table 1.1 population sampling

NAME	Total Workers	Sample Size 50%
KERRA	28	14
KeNHA	16	8
KURA	16	8
Total	60	30

3.5. Data Collection Procedures/Instruments used

This research employed both primary and secondary methods of data collection. For primary data, questionnaires which were structured and were administered to selected respondents. The

questionnaire had both closed and open ended questions. For secondary data, books, journals, manuals, magazines and newspaper articles related to Tendering process were used.

The questionnaires were hand-delivered to the respondents and collected after a few days. The types of questions that were use include both open and closed ended questions were used to ensure that the given answers were relevant to the topic. The research phrased the questions clearly in order to make clear dimensions along which the respondents analyzed. In open ended questions; space was provided for relevant explanation by the respondents, thus giving them freedom to express their feelings. This method was considered effective to the study in that; it created confidentiality. The presence of the researcher was not being required as the questionnaires were self-administered.

3.6 Validity of Research Instrument

According to (Mugenda and Mugenda, 2003) validity is the accuracy and meaningfulness of inferences, which is based on the research results. It is a degree to which results obtained from the analysis of the data actually represents the phenomenon under study. The questionnaires were also subjected to scrutiny by researcher's supervisor and other research experts' for validation purposes and it was found to be valid.

3.7 Reliability of Research Instrument and Pilot Testing

Reliability refers to the consistency of a measure, the ability of the instrument used in research to consistently measure the characteristics of interest over time (Ahmed *et al*, 1994). According to Mugenda and Mugenda,(2003) reliability is a measure of the degree to which a research

instrument yields consistent results or data after repeated trials. To ensure reliability of the instrument, a pilot study was carried out.

The instrument was pre-tested through a pilot study before the actual data collection to enhance reliability. The research instruments were tested to identify possible problems during the main study and clarify on the instrument and appropriateness of the language. The importance of pre-testing a questionnaire according to Creswel (1999) is to help the researcher understand the meaning of the questions to be respondents and how they arrive at their response. The researcher carried out a pilot testing on 10 employees of Public Procurement and Oversight Authority (PPOA). PPOA was left out during the main study.

Test re-test method was applied, where the questionnaires were administered to the same respondents twice in the span of two weeks. The responses were matched and the instrument was seen as reliable since a reliability index of 0.89 was found which was above 0.5 hence an acceptable indicator of the reliability of the instrument.

3.8 Data Analysis

According to Kombo and 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 fieldwork, is done before analysis, all the questionnaires were adequately checked for reliability and verification. Editing, coding and tabulation were carried out. The data was analyzed by using descriptive statistics and inferential statistics namely Pearson Product Moment Correlation coefficient and T Test was used. Data was presented in form of tables and percentages with description.

Quantitative analysis was done with the use of the Statistical Package for Social Sciences (SPSS) in a computer to give all correct detailed analysis.

3.9 Ethical Issues

The researcher disclosed to the respondents that the study is purely meant to satisfy an academic requirement and not for any other reason. Respondents did not write their names in the questionnaires and confidentiality was observed. The information was analyzed and used for the purpose of the study only.

3.10 Summary

The researcher adopted a descriptive survey design to investigate the factors influencing the effectiveness of the tendering process in public procurement in the Road construction industry in the Central Region in Nyeri County. Stratified Random sampling was used to come up with a sample and questionnaires were pre-tested to ensure reliability and validity. The researcher organized raw data and the Statistical Package of social science was used during the analysis. Ethical issues were strictly adhered to throughout the study and analyzed data was only used for the intended purpose of the study.

3.12 Operationalization of variables

Research objectives	Type of variables	indicators	Measurement	Measurement scale	Type of analysis
To establish how duration taken in tender process influence effectiveness of the tendering process	<p><u>Dependant</u> Effectiveness of the tendering process</p>	<p>-Time taken -Value added -No of months taken -Use of service charter</p>	Time	<p>Ordinal Ordinal Ordinal Nominal</p>	<p>Mean, Percentages, Pearson Product Moment coefficient, t-test</p>
	<p><u>Independent</u> Duration taken of the tendering process</p>				
To examine how ethical practices influence effectiveness of the tendering process	<p><u>Independent</u> Ethical practices in the tendering process</p>	<p>-Exaggerated prices -No. complaints from contractors -Image of the co.</p>		<p>Ordinal Ordinal Nominal</p>	<p>Mean, Percentages, Pearson Product Moment coefficient, t-test</p>

<p>To examine how training of employees influence effectiveness of the tendering Process.</p>	<p>I <u>independent</u> Skills in the tendering process</p>	<p>-No Trainings attended by employees -No. of Audit reports on Compliance with the law -Increased profits/loses</p>	<p>-Training</p>	<p>Ordinal Ordinal Ordinal</p>	<p>Mean, Percentages, Pearson Product Moment coefficient, t-test</p>
<p>To determine how record management influence effectiveness of the tendering process</p>	<p><u>Independent</u> records Management in the Tendering process</p>	<p>-Availability and evidence of records</p>		<p>Ordinal</p>	<p>Mean, Percentages, Pearson Product Moment coefficient, t-test</p>
<p>To determine whether the use of ICT Influence effectiveness of the tendering process</p>	<p><u>Independent</u> Use of ICT in the Tendering process</p>	<p>-Availability of E-proc.software -Availability E-proc.generated reports.</p>	<p>Ict</p>	<p>Ordinal Ordinal</p>	<p>Mean, Percentages, Pearson Product Moment coefficient, t-test ative</p>

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter reports the major findings of the study which were collected using questionnaires that targeted the employees of KURA, KeRRA and KeNHA in the Ministry of Roads in Central Region in Nyeri County. Data was analyzed separately for each set of questionnaires for each authority and presented in the form of frequency distribution tables.

4.2 Questionnaire Response Rate

Out of 30 questionnaires which were given out to the respondents, 26 were filled and returned. The response rate of all the questionnaires stood at 86.67% i.e. KeRRA 13, 50%, KeNHA 5, 19.2% and KURA 8, 30.8 % translating to 86.67%. This high response was achieved as the researcher self administered the questionnaires with the help of the research assistants on a drop and collect later basis.

4.3 Demographic Characteristics of the Respondents

This section will discuss gender, age and the level of education of respondents.

4.3.1 Gender of Respondents

Table 4.1 Gender

Gender	Frequency	Percentage
Male	17	65
Female	9	35
TOTAL	26	100

Table 4.1 shows that 65% of the respondents are male and 35% female

This indicate majority of officers working at KURA, KeRRA and KeNHA from central region were male. It is Important that the above comply with current constitution of employing at least 30% of each gender at the regional offices.

4.3.2 Response Rate per Authority

Table 4.2 Department of the Respondents

Place Of Work	Frequency	Percentage
KURA	8	31
KeNHA	5	19
KERRA	13	50
TOTAL	26	100

Table 4.2 shows that 31% of the respondents who responded work at KURA, 19% KeNHA and 50% KeRRA. This indicates majority of officers that responded were from KeRRA and few from KeNHA.

4.3.3 Employees terms of Employment

Table 4.3 Terms of Employment

Team Of The Job	Frequency	Percentage
Permanent and Pensionable	24	92
Permanent not Pensionable	1	4
Temporary	0	0
Casual	1	4
Total	26	100

Table 4.3 shows that 92% of the respondents were on permanent and pensionable employment terms, 4% on contract and 4% are casuals. This means that majority of the respondents were well remunerated since there terms of service are good, therefore they were motivated due to security of job.

4.3.4 Age of Respondents

Table 4.4 Ages of Respondents

Age Group	Frequency	Percentage
18-30	0	0
31-40	1	4
41-50	15	58
51 or above	10	38
Total	26	100

Table 4.4 shows that 4% of the respondents were aged between 31 and 40 years, 58% were aged between 41 and 50 years and 38% were aged between 50 years and above. This indicates majority of officers were aged 41 years and above implying the workforce was not young though experienced. However, future recruitment to consider employing the youth who are very energetic to take the organization a head.

4.3.5 Level of Education of Employees

Table 4.5 Level of Education

Current Level Of Education	Frequency	Percentage
Masters	1	4
Bachelor's degree	10	38
Diploma	6	23
Secondary	9	35
Primary	0	0
Total	25	100

Table 4.5 shows that 4% of the respondents had attained a masters, 38% a Bachelor's degree, 23% a diploma and 35% o-level. This shows majority of the officer's 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.

4.3.6 Income of employees

Table 4.6 Income of employees

Average Income	Frequency	Percentage
Below 50,000	7	27
Up to 50,000	10	38
50,001-75,000	2	8
75,001-100,000	3	12
Above 100,000	4	15
Total	26	100

Table 4.6 shows that 27% of the respondents earn below 50,000, 38% up to 50,000, 8% from 50,001-75,000, 12% form 75,001-100,000 and 15% above 100,000. This indicates that majority of the officers 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 KURA, KeRRA and KeNHA Central region as employees look for way of raising funds to ensure they live well.

4.3.7 Employees involved in Tendering Process

Table 4.7 Employees Involved in Tendering Process

Are You Directly Or Indirectly Involved	Frequency	Percentage
Yes	20	77
No	6	23
Total	26	100

Table 4.7 shows that 77% of the respondents are directly or indirectly involved in the tendering process and only 23% are not. 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.

4.4 Effectiveness in Tendering Process

Table 4.8 Effectiveness of Tendering Process

Tendering Process Is Effective	Frequency	Percentage
Strongly agree	18	69
Agree	2	8
Neutral	4	15
Disagree	2	8
Strongly Disagree	0	0
TOTAL	26	100

Table 4.8 shows that 69% of the respondents strongly agreed that the tendering process is effective and 8% agreed while only 8 % felt the process is not effective. 15 % were neutral.

This therefore implies that, the tendering process was effective.

4.4.1 Use of Government procedures

Table 4.9 Use of Government Procedure

The Agency Use Government Tendering Procedure	Frequency	Percentage
Strongly agree	22	85
Agree	0	0
Neutral	0	0
Disagree	4	15
Strongly disagree	0	0
Total	26	100

Table 4.9 shows that 85% of the respondents strongly agreed that the agency use government tendering procedures and 15% disagreed use them. This shows that sometimes Government tendering procedures are not followed.

4.4.2 Organizational income in Tendering Process.

Table 4.10 Organization Income in Tendering

Organization Income In The Tendering Process	Frequency	Percentage
Increase	12	46
Decrease	3	12
Not changed	5	19
Don't know	6	23
Total	26	100

Table 4.10 shows that 46% felt that, the organizational income increased due tendering, 12% felt it decreased, 19% felt it did not change while 23% don't know. This means that, effective tendering process leads to increased income of the agency.

4.5 Duration taken in Tendering Process

Table 4.11 Duration taken in Tendering Process

Duration Of Tendering Process	Frequency	Percentage
1-3 Month	19	73
4-6 Months	4	15
7-9 Months	0	0
More than 1 year	0	0
Not sure	3	12
Total	26	100

Table 4.11 shows that 73% of the tendering process takes 1-3 months, 15% 4-6 months and 12% were not sure. This indicates that, majority of the respondents felt that tendering process takes 1

to 3 months which is within the Government of Kenya’s policy on tendering that, the process takes maximum 3 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 KURA, KeRRA and KeNHA in central region.

4.5.1 Tendering Process

Table 4.12 Management of Tendering process

Rate Of Tendering Process	Frequency	Percentage
Very poorly managed	1	4
Poorly managed	1	4
Well managed	16	61
Very well managed	8	31
Total	26	100

Table 4.12 shows that 4% of the respondents felt the tendering process very poorly managed, 4% poorly managed, 61% well managed, 31% very well managed. This indicates that, majority of officers felt that the tendering processes were well managed.

4.5.3 Duration taken and influence in Tendering Process.

Hypothesis One Testing

Table 4.13 Relationship between Duration and Effectiveness of Tendering Process

Duration Of Tendering Process Variable X	Percentage	Effectiveness of Tendering Process Variable Y	Percentage
1-3 Month	73	Strongly agree	69
4-6 Months	15	Agree	8
7-9 Months	0	Neutral	15
More than 1 year	0	Disagree	8
Not sure	12	Strongly Disagree	0
Total	100		

Table 4.13 shows that 73% of the respondents felt that tendering takes 1-3 months while only 15 % felt it takes 4-6 months and none took over that period. This was correlated as shown in order to test hypothesis one.

Pearson Product Moment Correlation

Statistic	Variable X	Variable Y
Mean	20	20
Variance	739.6	622.8
Standard Deviation	27.196	24.96
Correlation Coefficient	0.93031	
t-test	4.3959	
Degrees of Freedom	3	

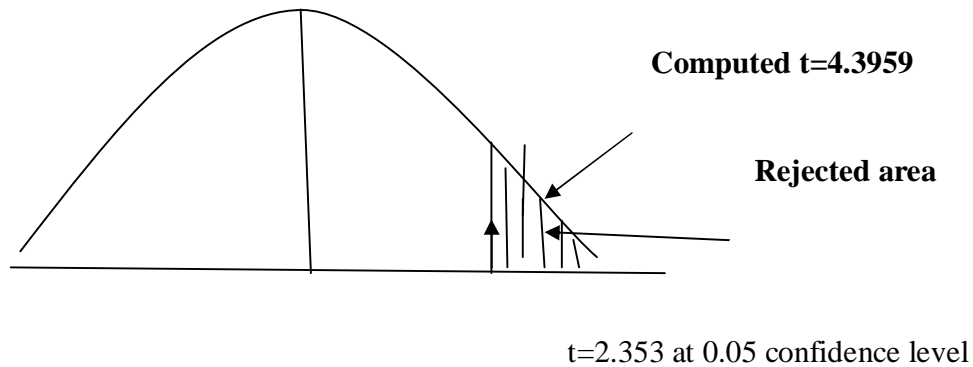


Figure 2 T-Test under Normal curve

The calculated Pearson product Moment Correlation coefficient of 0,93031 at 3 degrees of freedom implies that, there is a very strong positive correlation between duration of the tendering process and effectiveness of the tendering process. In addition, computed *t*-value of 4.3959 lies in the rejected area at 0.05 significant level. Therefore, the null hypothesis was rejected and we accepted the alternative hypothesis which means that, duration of tendering significantly influence the effectiveness of tendering in the agency.

4.6 Ethical Practices in Tendering Process

Response Item	Very high	High	Moderate	Low	Very low	Total
Favoritism	4	11	19	8	58	100
Tribalism	8	0	19	15	58	100
Political Interference	0	4	27	67	0	100
Total	12	15	65	92	116	300
Percentage	4	5	23	31	37	100

Table 4.14 shows that on aggregate, 4 % of respondents felt that unethical practices, that is tribalism, favoritism and political influence, are very high in tendering process, 5% felt are high, 22% felt are moderate, 31 % are low while 37 % felt are very low in the tendering

Table 4.14 Ethical Practices in Tendering Process

Test of hypothesis two

Table 4.15 Relationship between ethical practices and Effectiveness of Tendering Process

Unethical Practices Variable X	Percentage	Effectiveness of Tendering Process Variable Y	Percentage
1-3 Month	4	Strongly agree	69
4-6 Months	5	Agree	8
7-9 Months	23	Neutral	15
More than 1 year	31	Disagree	8
Not sure	37	Strongly Disagree	0
Total	100		

This indicates that, though there is unethical practices in the agency, the prevalence of such practices are low. There should zero tolerance to corruption.

Pearson Product Moment Correlation

Statistic	Variable X	Variable Y
Mean	20	20
Variance	180	622.8
Standard Deviation	13.4164	24.96
Correlation Coefficient	-0.6517	
t-test	-1.4882	
Degrees of Freedom	3	

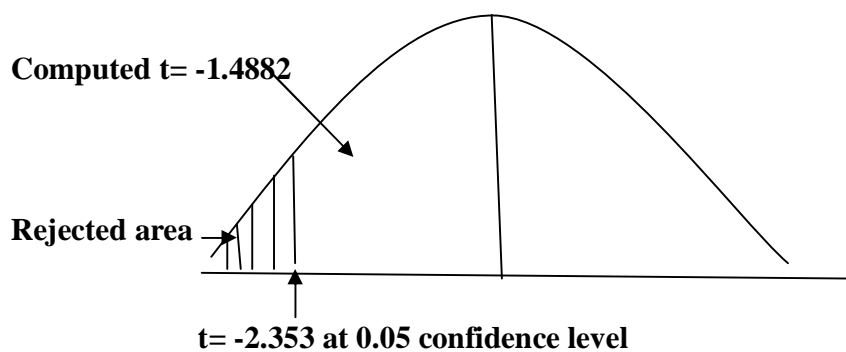


Figure 3 T-Test Under normal curve

The calculated Pearson product Moment Correlation coefficient of -0.6517 at 3 degrees of freedom implies that, there is a strong negative correlation between unethical practices in tendering process and effectiveness of the tendering process. In addition, computed t -value of -1.4882 lies in the accepted area at 0.05 significant level. Therefore, the null hypothesis was accepted and we reject the alternative hypothesis which means that, ethical practices in tendering do not significantly influence the effectiveness of tendering in the agency.

4.6.1 Value added in tendering process.

Table 4.16 Value of Tendering

Does Tendering Add Any Money Value To The Public Sector	Frequency	Percentage
Yes	17	65
No	9	35
Total	26	100

Table 4.16 shows that 65% of the respondents felt that tendering has value while 35% felt tendering does not add any value for money. The main reason for justifying tendering was that it Increase in competition thus lowering the price

4.6.2 Time Wasting in Tendering Process.

Table 4.17 Time Wasting and Time wasting

Does Tendering Process Waste Time	Frequency	Percentage
Yes	5	19
No	21	81
Total	26	100

Table 4.17 shows that 19% of the respondents felt that tendering process wastes time and 81% felt it does not waste time. The majority of those who felt it wastes time felt the reason was that, bidding process that takes a lot of time.

4.6.3 Opinion of freeness and fairness

Table 4.18 Opinion on Freeness and Fairness

Tendering Should Be Free And Fair	Frequency	Percentage
Strongly Disagree	0	0
Disagree	0	0
Agree	5	19
Strongly Agree	21	81
Total	26	100

Table 4.18 shows that 19% of the respondents agree that tendering should be free and fair 81% strongly agree. On some unethical practices in public procurement that influence the effectiveness in tendering process in Central Region Nyeri County include Conflict of interest, tribalism and favoritism.

On what can be done to improve the tendering process, majority felt recruitment of professionals to handle procurement, synchronize procurement procedure to be installed and more training to be done to those who handle procurement.

4.8 Employee Training

Table 4.19 Training of employees on tendering process

Frequency Of Attending training On Tendering Process	Frequency	Percentage
Regularly	1	4
Monthly	0	0
Quarterly	2	8
YEARLY	4	15
DON'T	19	73
Total	26	100

Table 4.19 shows that 4% of the respondents attend training regularly, 8% quarterly, 15% yearly and 73% have never been trained. 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. They should be allowed to attend both local and international workshops, seminars and conferences on tendering process.

4.7.1 Training and performance in tendering process

Table 4.20 Training and Performance

Does Training Improve Your Performance In Your Duties	Frequency	Percentage
Yes	7	100
No	0	0
Total	7	100

Table 4.21 shows that all the respondents who were trained improved their performance.

On how training helped in tendering process in the organization, those trained said 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.

4.8 Use of ICT in Tendering

Table 4.21 Computers Availability

Are There Computers In Your Office	Frequency	Percentage
Yes	25	96
No	1	4
Total	26	100

Table 4.21 shows that 96% of the officers have computers in their office while only 4% did not have. This means that the agency has adequate computers to be used in tendering process.

4.8.1 ICT Specialists

Table 4.22 ICT specialists

Number Of It Specialists	Frequency	Percentage
None	4	15
1-5	18	69
6-10	2	8
11-20	2	8
Above twenty	0	0
TOTAL	26	100

Table 4.22 shows that 15% of the departments did not have IT specialist, 69% had 1-5, 8% had 6-10 and 8% had between 11-20. This indicates that most of the departments have ICT specialists meaning ICT has been taken seriously by the agency.

4.8.2 Use of ICT in tendering process.

Table 4.23 Use of ICT in Tendering

Computers are Used In all Stages Of Tendering	Frequency	Percentage
Strongly agree	15	58
Agree	7	27
Neutral	4	15
Disagree	0	0
Strongly Disagree	0	0
Total	26	100

Table 4.23 shows that 58% of the respondents strongly agree that the agency use computers in all stages of tendering, 27% agree while 15% could not tell. This means that ICT is used for tendering process and the effectiveness of the tendering process can be attributed to the use of ICT which is error free and objective.

Test of Hypothesis Three

Table 4.24 Relationship between ethical practices and Effectiveness of Tendering Process

ICT Use in Tendering Variable X	Percentage	Effectiveness of Tendering Process Variable Y	Percentage
1-3 Month	58	Strongly agree	69
4-6 Months	27	Agree	8
7-9 Months	15	Neutral	15
More than 1 year	0	Disagree	8
Not sure	0	Strongly Disagree	0
Total	100		100

Pearson Product Moment Correlation

Statistic	Variable X	Variable Y
Mean	20	20
Variance	463.6	622.8
Standard Deviation	21.5314	24.96
Correlation Coefficient	0.9093	
t-test	3.7847	
Degrees of Freedom	3	

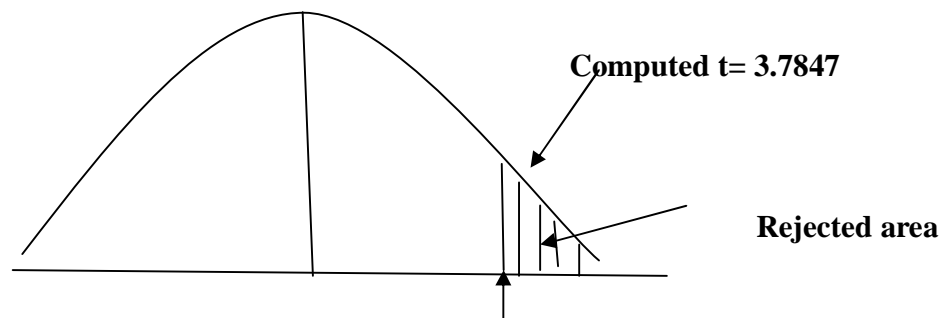


Figure 4 Hypothesis 3 testing

$t = 2.353$ at 0.05 confidence level

The calculated Pearson product Moment Correlation coefficient of 0.9093 at 3 degrees of freedom implies that, there is a very strong positive correlation between use of ICT in tendering process and effectiveness of the tendering process. In addition, computed t -value of 3.7847 lies in the rejected area at 0.05 significant level. Therefore, the null hypothesis was rejected and we accepted the alternative hypothesis which means that, use of ICT in tendering significantly influence the effectiveness of tendering in the agency.

4.9 Record Management

Table 4.25 Record Management

Rate Of Accuracy And Completeness Of The Record In The Organization	Frequency	Percentage
Very accurate and complete	8	31
Moderately accurate and complete	18	69
Nor accurate and complete	0	0
Inaccurate and incomplete	0	0
Total	26	100

Table 4.27 shows that 31% of the respondents' rate accuracy and completeness of the record in the organization as very accurate and complete and 69% moderately accurate and complete. This indicates that the agencies keep accurate and complete records which are a critical process in ensuring effectiveness of tendering process.

4.10 Summary

This section dealt with data analysis, presentation and interpretations. The collected data was analyzed using descriptive statistics and inferential statistics. Means were calculated and their percentages as well as Pearson Product Moment Correlation and T Test. Data were presented in table followed by descriptive interpretations.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter summarises the research findings, discussions, conclusions drawn and the researchers' recommendations to the management of KURA, KeNHA, KeRRA and other stakeholders.

5.2 Summary of Findings

The study found out that, majority of the officers are not reasonably remunerated considering their level of education despite handling tenders worth millions of shillings and that majority of officer's levels of education is not adequate to handle such tenders.

The study also found out that, tendering processes were well managed and duration significantly influence the effectiveness of tendering process in Central region. Favoritism, tribalism, politics prevalence were low, but were present in tendering process. ethical practices in tendering do not significantly influence the effectiveness of tendering in the agency. In addition, sometimes Government tendering procedures were not followed.

Record management was found to be good in KeRRA, KeNHA and KURA. On training, majority of officers had never been trained on tendering process. Among those who were trained, they felt that the training improved their performance in handling tendering process.

In terms of availability of ICT specialists, most of the departments had ICT specialists with and computers were used in stages of tendering. ICT was highly used in tendering in Central region and use of ICT in tendering significantly influence the effectiveness of tendering in the agency.

5.3 Discussions

On demographic characterises of the respondents, the following were the findings:

This study found that, 65% were male and 35% female. This indicates that majority of officers at KURA, KeRRA and KeNHA from central region were male. The distribution of the officers was 31% work at Kura, 19% KeNHA and 50% KeRRA. This indicates majority of workers were from KeRRA. On terms of service, 92% of the respondents were on permanent and pensionable employment terms and 4% were on contract and 4% are casual. The age distributions, 4% of the respondents were aged between 31 and 40 years, 58% were aged between 41 and 50 years and 38% were aged between 50 years and above. This indicated majority of officers were aged 41 years and above implying the workforce was not young.

On education level, 4% of the respondents had attained masters, 38% a Bachelor's degree, 23% a diploma and 35% o-level. This shows that majority of officer's levels of education is NOT adequate This concurs with the findings of Ahmed, Irfan, and Parasuraman, (1994) which found out that, the procurement Tendering system is manned by junior officers, who were therefore powerless to correct any anomalies and could easily be manipulated by their seniors and powerful politicians.

On income of the officers, 27% of the respondents earn below 50,000, 38% up to 50,000, 8% from 50,001-75,000, 12% form 75,001-100,000 and 15% above 100,000. This indicates that majority of the officers are not reasonably remunerated considering their level of education.

77% of the respondents were directly or indirectly involved in the tendering process and only 23% are not.

The researcher sought to find out on the effectiveness of tendering process in the three road construction agencies, 88% of the respondents felt that the tendering process is effective and 12% said it's not effective. In addition, 46% felt that, the organizational income increased due effective tendering, 12% felt it decreased, 19% felt it did not change while 23% don't know. On transparency, 19% of the respondents agree that tendering should be free and fair 81% strongly agree. In connection to this, 19% of the respondents felt that tendering process wastes time and 81% felt it does not waste time. The majority of those who felt it wastes time felt the reason was that, bidding process that takes a lot of time. 65% of the respondents felt that tendering add value while 35% felt tendering does not add any value for money. The main reason for justifying tendering was that it increases in competition thus lowering the price. This agrees with the International Principles that state that open tendering reduces wastes.

The study sought to find to find out to what extent does duration taken influences effectiveness of tendering Process in Central Region Nyeri County. This study found out that, 73% of the tendering process takes 1-3 months while 15% take 4-6 months. In addition, 4% of the respondents felt that, the tendering process was very poorly managed, 4% poorly managed, 61% well managed, 31% very well managed. This shows that, majority of officers felt the tendering processes were well managed. On the influence of duration in tendering processes, 8% of the Respondents felt that duration taken influence the effectiveness in tendering process, 58% felt it does not and 34% did not have any opinion.

Hypothesis one sought to test whether there is significant relationship between duration of tendering and effectiveness of tendering. The calculated Pearson product Moment Correlation coefficient of 0,93031 at 3 degrees of freedom implies that, there is a very strong positive correlation between duration of the tendering process and effectiveness of the tendering process. In addition, computed *t*-value of 4.3959 lies in the rejected area at 0.05 significant level. Therefore, the null hypothesis was rejected and we accepted the alternative hypothesis which means that, duration of tendering significantly influence the effectiveness of tendering in the agency.

The researcher further sought to find out if ethical practices influence effectiveness in the tendering process in Central Region in Nyeri County. On favoritism, this study found out that 4% of the respondents rate favoritism in tendering process as very high, 11% high, 19% moderate, 8% low and 58% very low. This indicates that, though favoritism is low, it is present in tendering process.

On tribalism, 8% of the respondents rate tribalism in the tendering process as very high 19% moderate, 15% low and 58% very low. This indicates that tribalism though not high in tendering processes its present.

On political interference, 4% of the respondents said that politics affects the tendering process profoundly, 27% say averagely and 69% say below average. This shows that though politics is present in tendering process it is not so pronounced.

On aggregate, 4 % of respondents felt that unethical practices, that is tribalism, favoritism and political influence, are very high in tendering process, 5% felt are high, 22% felt are moderate,

31 % are low while 37 % felt are very low in the tendering process. This indicates that, though there is unethical practices in the agency, the prevalence of such practices are low.

This finding concurs partly with World Bank (2008) findings which noted that, an unethical practice in Public Procurement was also facilitated by lack of transparency in the system; the applicable procedures were invariably inaccessible. On what can be done to improve the Tendering process in, majority felt recruitment of professionals to handle procurement, synchronize procurement procedure to be installed and more training to be done to those who handle procurement and those involved in tendering process.

The study hypothesis two sought to test whether there is significant relationship between ethical practices in tendering and effectiveness of tendering in the agency. The calculated Pearson product Moment Correlation coefficient of -0.6517 at 3 degrees of freedom implies that, there is a strong negative correlation between ethical practices in tendering process and effectiveness of the tendering process. In addition, computed *t*-value of -1.4882 lies in the accepted area at 0.05 significant level. Therefore, the null hypothesis was accepted and we rejected the alternative hypothesis which means that, unethical practices in tendering do not significantly influence the effectiveness of tendering in the agency.

The researcher also sought to establish how training of employees influences effectiveness of the Tendering process in Central Region in Nyeri County. This study found out that, only 4% of the officers had attained a masters degree, 38% a bachelor's degree, 23% a diploma and 35% o-level. This shows majority of officers levels of education is not adequate. On training, 4% of the respondents attend training regularly, 8% quarterly, 15% yearly and 73% have never been trained. This shows majority of officers have never been trained on tendering process. On the

effectiveness of the training respondents who were trained felt that the training improved their performance. This concurs with Landale (2006), who found out that, 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. On how training helped in tendering process in the organization, those trained said that, learning of the Public Procurement Act of regulating tendering and procurement as a whole has helped in learning rules and procedure of tendering.

The study sought to find out how record management influences effectiveness in tendering process. The finding of this study reveals that, record management is good in KeRRA, KeNHA and KURA with 31% of the respondents' rating accuracy and completeness of the record in the organization as very accurate and complete and 69% moderately accurate and complete. This finding tends to disagree with by the Association for Information and image (AIIM) that states that developing countries have several record management problems.

Lastly, the study sought to determine how ICT use influence effectiveness of the tendering process. This study found out that, 96% of the officers have computers in their office while only 4% did not have.

In terms of availability of ICT specialists, most of the departments have ICT specialists. 15% of the departments did not have IT specialist, 69% had 1-5 IT specialists, 8% had 6-10 and 8% had between 11-20 IT specialists. On usage of computers, 96% of the respondents use computers in stages of tendering while 4% did not. This shows that ICT is highly used in tendering process. Study hypothesis three sought to test whether there is significant influence of ICT use on effectiveness of tendering process.

The calculated Pearson product Moment Correlation coefficient of 0.9093 at 3 degrees of freedom implies that, there is a very strong positive correlation between use of ICT in tendering process and effectiveness of the tendering process. In addition, computed *t*-value of 3.7847 lies in the rejected area at 0.05 significant level. Therefore, the null hypothesis was rejected and we accepted the alternative hypothesis which means that, use of ICT in tendering significantly influence the effectiveness of tendering in the agency.

5.4 Conclusions of the Study

Based on the findings from the study, it's concluded that, majority of officers at KURA, KeRRA and KeNHA from Central region were male and majority of workers were from KeRRA. On terms of service, majority of the officers were on permanent and pensionable employment terms and majority of were aged 41 years and above implying the workforce was not young. In addition, majority of officers' levels of education is not adequate as 35 percent had o-level and 23 percent diplomas. On remuneration, majority of the officers were not reasonably remunerated yet they were responsible for procurement of goods, services and works of higher value

Majority of officers felt the tendering processes were well managed and duration significantly influence the effectiveness of tendering process in Central region and favoritism, tribalism, politics are low, but are present in tendering process and unethical practices in tendering do not significantly influence the effectiveness of tendering in the agency.. In addition, sometimes Government tendering procedures were not followed.

Record management is good in KeRRA, KeNHA and KURA.

On training, majority of officers have never been trained on tendering process. Respondents who were trained felt that the training improved their performance.

In terms of availability of ICT specialists, most of the departments have ICT specialists with 96% of the respondents using computers in stages of tendering. Therefore ICT is highly used in tendering in Central region and use of ICT in tendering significantly influence the effectiveness of tendering in the agency.

5.5 Recommendations

From the results of the study, the researcher makes the following recommendations to the management of KURA, KeRRA and KeNHA.

- (i) All the employees involved in tendering process should advance their level of education especially those with o-level and Diplomas as their highest education qualification. The Ministry of Roads, KURA, KeNHA and KeRRA heads should ensure this is done in order to improve effectiveness and efficiency in tendering process,
- (ii) The Government should improve remuneration of all staff involved in tendering process since they handle large sums of tenders of very high Value to avoid being corrupt,
- (iii) KURA, KeRRA and KeNHA management should ensure that procurement policies and regulations are adhered to,
- (iv) The agency should train all the procurement staff and persons involved in the tendering process in order to provide them with skills and knowledge of procurement process.

- (v) Lastly payments for Sale of tenders should be done online to add more value in the Tendering process this will greatly improve efficiency and effectiveness of tendering process.

5.6 Suggestions for further research

The researcher suggests that further research be conducted on:

- (i) Investigate the impact of ethical practices in tendering process and how it affects the Kenyan economy
- (ii) A similar study may also be carried out in other counties to establish Whether the findings are similar as those generalized in this study
- (iii) Investigate on other factors that influence effectiveness in the tendering Process in Kenya

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APPENDIX 1

INTRODUCTION LETTER

BEATRICE N. AYOTI
P.O BOX 2949-00100
NAIROBI

TO.....
.....
.....

Dear Sir/Madam,

RE: ACADEMIC RESEARCH.

I am a student at the University of Nairobi Pursuing a Masters Degree in Project Planning and Management. I am conducting an academic research on Factors influencing the effectiveness of Tendering process in public procurement in Central Region in Nyeri County.

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 confidential and Will be used only for the intended research Purpose.

Looking forward for your co-operation.

Thanks in advance.

Beatrice N.Ayoti
Cellphone: 0722830992

APPENDIX 2.

QUESTIONNAIRE FOR RESPONDENTS

My name is BEATRICE N.AYOTI, a Master of Arts student in Project Planning and management at the University of Nairobi. I am carrying out an academic research on the ‘FACTORS INFLUENCING TENDERING PROCESS IN PUBLIC SECTOR PROCUREMENT THE CASE OF CENTRAL REGION NYERI COUNTY, KENYA’. I am therefore requesting you to feel free in giving your answers and all will be considered right. The information provided through this questionnaire will be treated with top most confidentiality and results will be used to make recommendations which will help the Public sector at large. Please tick in the space provided and you need not to write the respondent’s name. Please be honest in all responses. Your co-operation and assistance will be highly appreciated.

(A) DEMOGRAPHIC DATA

1. a. Gender

(i) Male ()

(ii)Female ()

b. Marital status:

(i)Married ()

(ii)Single ()

(ii)Divorced ()

(iv)Widowed ()

(v)separated ()

(vii) Other specify.....

2. a. Where do you work

b. Please tick one, if your answer is yes.

(i) Permanent and pensionable ()

(ii) Permanent not pensionable ()

(iii)Temporary ()

(iv) Casual ()

(v) *Other, specify* (.....)

3. Check your appropriate age group.

- (i) 0-16 ()
- (ii) 17-25 ()
- (iii) 26-49 ()
- (iv) 50-69 ()
- (v) 70 or above ()

4. The Current level of education:

- (i) University ()
- (ii) Secondary ()
- (iii) Primary ()
- (iv) None of the above ()
- (v) Other, please specify.....

5. What is your average income per month - Ksh.?

- (i) Up to 50,000 ()
- (ii) 50,001-75,000 ()
- (iii) 75,001-100,000 ()
- (iv) above 100000 ()

6. Are you directly or indirectly involve in tendering process?

- Yes ()
- No ()

(B) DURATION TAKEN

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 Central region Nyeri County?

©UNETHICAL PRACTICES

10. How do you gauge the rate of favoutism 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 sector?

- (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 organization is effective.

((i) Yes () (ii) No ()

16. Does your agency use government tendering procedures?

(i)Fully 100% ()

(ii)Average 50% ()

(iii)Partly 30% ()

(iv)Not sustainable () explain

.....

.....

17. What happens to organization income in the 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 Sectors

(i) Strongly Disagree ()

(ii)Disagree ()

(iii)Agree ()

Iv) Strongly Agree ()

19. In your opinion what are some unethical practices in public procurement that influence the effectiveness in tendering process in Central Region Nyeri County?

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.....
.....

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

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

(D) EMPLOYEE SKILLS

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 organization?

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

(E)USE OF ICT

24. Are there computers in your office?

No () Yes ()

25..b. if yes, what is their estimated number

1-5 ()

6-10 ()

11-20 ()

Above twenty ()

26. How many IT specialists are there?

1-5 ()

6-10 ()

11-20 ()

Above twenty ()

27. Are computers used in any stage of tendering?

Yes ()

No ()

If yes specify

28. Do you advertise tendering processes in your website?

Yes ()

No ()

(F) RECORD MANAGEMENT

29. 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)Inaccurate 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 () explain

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Thank very much for your cooperation

RESEARCH PERMIT