



East African Journal of Business and Economics

eajbe.eanso.org

Volume 6, Issue 2, 2023

Print ISSN: 2707-4250 | Online ISSN: 2707-4269

Title DOI: <https://doi.org/10.37284/2707-4269>

ENSO
EAST AFRICAN
NATURE &
SCIENCE
ORGANIZATION

Original Article

Factors Influencing the Effectiveness of the Tendering Process in the Public Sector: A Case of The Iringa Municipal Council

Tumaini F. Kimaro^{1*}, Dr. Haji Ng'elenge, PhD¹ & Dr. Theobald Kipilimba, PhD²

¹ University of Iringa, P. O. Box 200 Iringa, Tanzania.

* Correspondence Email: kimarotumaini@gmail.com

Article DOI: <https://doi.org/10.37284/eajbe.6.2.1537>

Date Published: ABSTRACT

26 October 2023

Keywords:

*Effectiveness,
The tendering
Process,
Public Sector,
Financial
Resources,
Physical
Assets,
Employee
Competence
(Training)*

Public procurement operates within a stringent legal framework that must align with the broader goals of the Government. While procuring entities may have internal objectives, such as cost-effectiveness and timely service delivery, they must also serve the interests of the general public, who bear the tax burden. The study aimed to assess factors influencing the effectiveness of the tendering process in Iringa Municipal Council through financial resources, physical assets, and employee competence. A quantitative approach and cross-sectional design were used, whereby Transaction Cost Economics and Resource-Based View theories were adopted. Sixty-five employees were involved in this study. Descriptive statistics was used in data analysis. The findings showed that effective financial resource management plays a crucial role in influencing the effectiveness of the tendering process. The Iringa Municipal Council demonstrated effective tendering with its abundant financial assets, sufficient working capital, and strong financial position. Physical assets, such as well-maintained facilities and high-quality assets, positively influenced the effectiveness of the tendering process in The Iringa Municipal Council. Employee competence, commitment, education level, and experience significantly affected the effectiveness of the tendering process at The Iringa Municipal Council. The study concluded that financial resources are essential for an effective tendering process. Their efficient allocation and management are critical to success. Adequate physical assets and their maintenance are crucial for a streamlined tendering process. The study recommended that the Government should establish clear policies to ensure the effectiveness of the tendering process in public sectors. The Iringa Municipal Council should provide robust support and training to employees involved in the tendering process to enhance its efficiency. Further studies should explore additional factors contributing to ineffective tendering processes, such as the provision of substandard goods and services, missed deadlines, and punctuality issues in public sectors, to gain deeper insights into their causes and potential solutions.

APA CITATION

Kimaro, T. F., Ng'elenge, H. & Kipilimba, T. (2023). Factors Influencing the Effectiveness of the Tendering Process in the Public Sector: A Case of The Iringa Municipal Council. *East African Journal of Business and Economics*, 6(2), 1-18. <https://doi.org/10.37284/eajbe.6.2.1537>

CHICAGO CITATION

Kimaro, Tumaini F., Haji Ng'elenge and Theobald Kipilimba. 2023. "Factors Influencing the Effectiveness of the Tendering Process in the Public Sector: A Case of The Iringa Municipal Council". *East African Journal of Business and Economics* 6 (2), 1-18. <https://doi.org/10.37284/eajbe.6.2.1537>.

HARVARD CITATION

Kimaro, T. F., Ng'elenge, H. & Kipilimba, T. (2023) "Factors Influencing the Effectiveness of the Tendering Process in the Public Sector: A Case of The Iringa Municipal Council", *East African Journal of Business and Economics*, 6(2), pp. 1-18. doi: 10.37284/eajbe.6.2.1537.

IEEE CITATION

T. F., Kimaro, H., Ng'elenge & T., Kipilimba "Factors Influencing the Effectiveness of the Tendering Process in the Public Sector: A Case of The Iringa Municipal Council", *EAJBE*, vol. 6, no. 2, pp. 1-18, Oct. 2023.

MLA CITATION

Kimaro, Tumaini F., Haji Ng'elenge & Theobald Kipilimba. "Factors Influencing the Effectiveness of the Tendering Process in the Public Sector: A Case of The Iringa Municipal Council". *East African Journal of Business and Economics*, Vol. 6, no. 2, Oct. 2023, pp. 1-18, doi:10.37284/eajbe.6.2.1537.

INTRODUCTION

The Public Procurement Act No. 21 of 2004 and its accompanying regulations serve as the backbone of public sector procurement in the region (Samwel, 2019). This legal framework aims to ensure that the public funds' procurement process adheres to principles of fairness, transparency, and non-discrimination among potential bidders. At its core, this framework seeks to achieve competitive prices through open and accountable competition.

The Public Procurement Act of 2004 signifies a significant milestone in promoting transparency and fairness in public procurement (Witting, 2018). It sets the stage for open competition, aligning with the broader objective of obtaining the best value for money while utilising taxpayer funds. However, the effective implementation of these principles remains a challenge in many developing countries.

The overarching goal of public procurement is to maximise the value for money (VFM) that the Government receives from the expenditure of public funds. This principle underlines the essence of transparent, efficient, and equitable procurement processes, as outlined in the PPA 2004. Competitive tendering is the linchpin that ensures honest competition in acquiring the best suppliers and services at the most economical cost, ultimately safeguarding taxpayer interests.

Achieving VFM is paramount in public procurement (Samwel, 2019). Using competitive tendering not only promotes fiscal responsibility

but also guards against favouritism, extravagance, fraud, and corruption. Recent cases of misappropriation of public funds underscore the urgency of maintaining rigorous tendering processes.

The complexity of public procurement requires adherence to specific regulations and procedures, encompassing critical stages such as advertising, tender opening, evaluation, and contract awarding (Mlinga, 2017). In countries, particularly those amid various development initiatives, the efficient handling of procurement processes presents a notable challenge.

Public procurement, once considered a mere administrative function, now occupies a central position in the government agenda (Witting, 2018). Academic researchers and policymakers increasingly recognise the importance of streamlining and enhancing public procurement systems in alignment with international guidelines. This shift reflects both domestic and international pressures for transparency and efficiency.

Public procurement operates within a stringent legal framework that must align with the broader goals of the Government (Kamau, 2018). While procuring entities may have internal objectives, such as cost-effectiveness and timely service delivery, they must also serve the interests of the general public, who bear the tax burden. Striking a balance between these potentially conflicting objectives adds complexity to the procurement process.

The multifaceted nature of public procurement necessitates a holistic approach (Kamau, 2018). Procuring entities often face challenges reconciling their internal objectives with the broader public interest. Poor management in procurement processes has led to substantial losses, underscoring the urgency of improving procurement practices.

The procurement process encompasses several critical phases, including procurement planning, tendering, and contract management (OECD, 2020). These phases collectively impact the duration, quality, and cost-effectiveness of goods, works, or services procured by public entities. Understanding the interplay between procurement planning, tendering, and contract management is essential for achieving desired outcomes in public procurement (OECD, 2020). These phases are interconnected and require careful consideration to ensure public funds' efficient and effective utilisation.

As a pivotal component of the procurement process, tendering involves inviting offers, bids, or proposals from potential suppliers (OECD, 2020). It is a comprehensive process that includes advertising, selection, evaluation, and the eventual awarding of contracts. Procurement organisations must select offers or tenders that meet their requirements and provide the best value for money.

The tendering is a critical juncture where procurement organisations must make informed decisions to secure the best value for money (OECD, 2020). The tendering process's effectiveness directly influences the quality, cost, and timeliness of goods, works, or services procured. The effective management of the procurement planning and the tendering processes significantly impacts the timely execution, quality, and cost-effectiveness of procured goods or services. Furthermore, contract management is essential for ensuring public entities receive the desired quality within the specified timeframe and budget.

The entire procurement cycle (from planning to contract management) plays a vital role in achieving the desired outcomes of public procurement (OECD, 2020). Sound procurement practices are crucial for procuring entities, as they directly impact the efficiency and effectiveness of public service delivery.

Financial resources play a pivotal role in the successful execution of public procurement. Adequate financial allocations are essential for ensuring that procurement processes are carried out efficiently and that the Government receives value for money (Samwel, 2019). However, challenges often arise due to budget constraints and financial mismanagement within procuring entities.

Effective procurement relies on sound financial management. A lack of financial resources or mismanagement can impede procurement, leading to delays and inefficiencies (Samwel, 2019). A critical objective within public procurement is ensuring the availability and prudent use of financial resources.

Physical assets, another vital aspect of public procurement, encompass infrastructure, equipment, and facilities required to deliver goods or services. The effective utilisation of physical assets is instrumental in achieving the desired outcomes of procurement activities (Mlinga, 2017). However, inadequate maintenance or poor asset management can hinder procurement efficiency. The condition and management of physical assets directly impact the effectiveness of procurement processes (Mlinga, 2017). Neglecting these assets can result in delays, increased costs, and reduced quality of goods or services.

Employee competence is a cornerstone of successful procurement practices. Competent and skilled employees are essential for navigating procurement regulations and procedures (Kamau, 2018). However, training, capacity building, and employee turnover challenges can undermine procurement efficiency. Employee competence is a critical factor influencing the effectiveness of

procurement (Kamau, 2018). Investing in training and capacity-building initiatives for procurement personnel ensures the procurement process runs smoothly.

The effectiveness of the tendering process significantly depends on efficient procurement planning (OECD, 2020). The ability to plan strategically, allocate resources effectively, and set clear objectives plays a crucial role in ensuring that the procurement process aligns with the broader goals of public entities. Effective procurement planning is the foundation for successful tendering processes (OECD, 2020). Public entities must invest in strategic planning to achieve desired procurement outcomes.

Transparent and accountable tendering processes are central to maintaining public trust and upholding ethical standards (Witting, 2018). Transparency not only fosters honest competition but also serves as a safeguard against corruption and favouritism in public procurement.

Transparency is a cornerstone of effective tendering processes (Witting, 2018). Ensuring that the tendering procedures are transparent and accountable enhances public confidence in the procurement system. The alignment of procurement processes with government objectives is paramount (Kamau, 2018). Public procurement should serve as a vehicle for achieving broader developmental goals, and the tendering processes should reflect this alignment. Effective tendering processes go beyond efficiency and cost-effectiveness; they should align with government objectives and development agendas (Kamau, 2018). Public entities must strike a balance between internal objectives and the broader public interest to achieve this alignment.

The background provides a comprehensive overview of the public procurement landscape within the context of the Iringa Municipal Council. It underscores the significance of adhering to legal frameworks, achieving value for money, and promoting transparency in procurement processes. Integrating key objectives

related to financial resources, physical assets, employee competence, and strategic planning further enriches the understanding of the challenges and complexities procuring entities face.

Efficient procurement practices are instrumental in delivering quality public services, and this study seeks to unravel the factors influencing the effectiveness of the tendering process in the public sector. The Iringa Municipal Council serves as a compelling case study, highlighting the critical role of local governments in public procurement and the need for holistic and strategic approaches to achieve successful outcomes. Background sets the stage for a comprehensive exploration of the study's research objectives. It reinforces the importance of addressing the identified challenges to enhance the efficiency and effectiveness of public procurement in the region.

This study delves into the intricacies of public procurement within the context of the Iringa Municipal Council. As a vital arm of local governance, the council plays a pivotal role in service delivery to the residents of The Iringa. Efficient and effective procurement processes are central to fulfilling the council's mandate and ensuring the prudent use of public funds (Mlinga, 2017).

Local governments like the Iringa Municipal Council are vital in delivering essential services to their communities. To achieve this effectively and efficiently, they must navigate the complex landscape of public procurement, which often involves balancing internal objectives with the broader public interest (Kamau, 2018). The study aims to uncover the factors that influence the effectiveness of the tendering processes in such critical entities.

This study focuses on the Iringa Municipal Council and assesses the factors influencing the effectiveness of the tendering process in the public sector. By delving into these factors, we aim to contribute to improving procurement practices and, ultimately, delivering expected

outcomes. Through an assessment of the factors influencing the effectiveness of the tendering process in The Iringa Municipal Council, this study sheds light on critical areas for improvement within public procurement. This knowledge can serve as a valuable resource for enhancing the efficiency and transparency of procurement practices in the public sector.

LITERATURE REVIEW

Theoretical Review

The Resource-Based View (RBV) theory was introduced first by Barney in 1991. The Resource-Based View (RBV) argues that a firm's sustained competitive advantage is based on its valuable, rare, inimitable, and non-substitutable resources. The capability of firms to create or acquire these resources affects their performance and competitiveness over their competitors. Resource-based view theory has evolved in recent years to provide a way to understand how strategic resources and capabilities allow firms to enjoy excellent performance (Barney, 2017). Effectiveness can be explained from the dimension of using available resources in a productive way to ensure effectiveness and efficiency in the production process. The resource-based view (RBV) analyses other aspects, considering internal strengths and weaknesses. A firm's resource perspective generates the core competencies and competitive advantage for specific business activity; RBV defines resources as tangible and intangible assets within the firm. According to Barney (2017), the resource-based view is based on the concept of productive resources.

In view of the RBV theory of the firm, the effectiveness of the tendering process is taken as a strategic decision which can be used to ensure the firm's resources and capabilities are used effectively (Grover et al., 2018). Normally, firms establish their specific resources, which they keep on reviewing in order to respond to shifts in the changing business environment. Hence, firms must come up with dynamic capabilities which are adaptable to environmental changes (Pettus,

2017). Capability is the key role of strategic management to adapt, integrate, and reconfigure internal and external organisational skills, financial and human resources, and functional capabilities to match the requirements of a changing environment. Combined capability, skills and the right resources are necessary ingredients used by service providers to make quality products.

RBV theory emphasises the firm's internal resources rather than external opportunities and threats created by industry conditions. The theory maintains that to generate sustainable competitive advantage, a resource must provide economic value and be presently scarce, difficult to imitate, non-substitutable and not readily obtainable from markets. The theory also relies on two key points: first, that resources are determinants of firm performance, and second, that resources must be rare, valuable, difficult to imitate and non-substitutable by other rare resources. When the latter occurs, a competitive advantage has been created (Priem & Butler, 2019).

This study adopts the resource-based view theory, as it emphasises that organisations that own "strategic resources" have important competitive advantages over those that do not (Mokogi, 2021). Rastrick and Corner (2022) opined that resource-based theory helps pinpoint the firm's key and potential resources and ascertain whether these identified resources satisfy the following criteria: Valuable, Rare, In-imitable, and non-substitutable. More specifically, the knowledge-based view suggests knowledge resources are a critical part of interconnected resources or capabilities and, hence, valuable to organisations.

In this case, the firm resources refer to the intangible and tangible assets linked to the firm in a semi-permanent way, including technological, human resources, financial resources, and physical assets. However, according to the resource-based theory, the resources are underutilised because of a lack of management support, incompetent employees and poor IT facilities resulting from complex interactions and

coordination between resources (Wong and Karia, 2022).

Resource-based theory relates to this study as the subject of the tendering process practices in local governments. The theory puts more emphasis on the firm's internal resources rather than external opportunities and threats created by industry conditions. Thus, the study adopts variables like financial resources, physical assets, and competence.

Empirical Review

Effects of Financial Resources in Facilitating the Effectiveness of the Tendering Process in the Public Sector

Lewa (2020) studied "Effects of Financial Resources on The Tendering System in Public Institutions: Incentives, Outcomes, and Organizational Impact in Kenya". The study employed a cross-sectional research design; 50 employees were sampled, and descriptive statistics were used in data analysis. The study found that 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 addition, there is a lack of performance measurements and a lack of accountability. This is due to poor financial resources, lack of defined processes, not availability of working capital and lack of management support on the tendering process regarding supervision. This study fails to show how financial resources facilitate the effectiveness of the tendering process. Therefore, this study intends to cover this gap by examining the effects of financial resources in facilitating the effectiveness of the tendering process in the public sector.

Dagbo (2021) did a study on "Contribution Financial Incentives on the tendering Process in the Health sector in India". A case study was employed, and descriptive statistics was used to analyse data. Questionnaires were used to collect the information from 70 employees. The study

found a direct relationship between financial incentives and tendering performance. The tendering process is challenging due to a lack of defined budget and management supports such as poor defined financial position, not creditworthy, the use of individual lead times, quality and quantity of available transport or appropriate planning considering total quantity as well as weight and volume of supplies. The recognised advantages of the tendering include reduced labour-intensive administrative and paper costs, as all processes can be performed on a computer. This creates a more sustainable tendering procedure, as there will be less paper wasted if tenders can be compiled and checked on a computer. Further, time and cost savings can be realised with the process by saving on postage time and costs. This study fails to show how financial resources facilitate the effectiveness of the tendering process. Therefore, this study intends to cover this gap by examining the effects of financial resources in facilitating the effectiveness of the tendering process in the public sector.

Davila (2021) did a study on the "Effect of Budget Allocation on the Tendering Efficiency in Geneva". The study used a cross-section design and applied a judgmental sampling technique to obtain a sample size of 60 respondents, and data were analysed using descriptive statistics. They found out that the public sector does not perform well in the tendering process, and the private sector regarding performance-based measurements due to poor budget allocation and lack of financial resources provided to management in the ordering process. There are many different options to improve ordering issues by ensuring the availability of working capital in the tendering process in the public sector. Still, all need funding, assets, political will for reformations, and sufficient technological and organisational capacity to implement needed changes. Furthermore, closer supervision, leading and motivating employees significantly influence effective tendering process performance; therefore, the management must work with these changes as they are vital to reform and improve

the ordering procedures. From an economic standpoint, the tendering enhances efficiency through transaction cost savings and reduced direct procurement costs. Transparency, accountability, ease of use, speedy exchange of information, and other intangible benefits such as reduced administrative costs involved in the advertisement, screening and awarding of tenders. This study fails to show how financial resources facilitate the effectiveness of the tendering process. Therefore, this study intends to cover this gap by examining the effects of financial resources in facilitating the effectiveness of the tendering process in the public sector.

Effects of Physical Assets in Facilitating the Effectiveness of the Tendering Process in Public Sector

Parida (2020) studied the “Effects of Assets on the Tendering Process in Ghana”. The study employed a cross-sectional design whereby 45 employees were involved, and data were analysed using content analysis. The study found that, during the tendering, the traditional functions and responsibilities of project team members are maintained throughout the tendering process and do not overlap; rather, the efficiency of their activities is greatly enhanced. The tendering, however, requires using physical assets like computers through which the project team members contribute and query for information. This study fails to show how physical assets facilitate the effectiveness of the tendering process. Therefore, this study intends to bridge this gap by examining the effects of physical in facilitating the effectiveness of the tendering process in the public sector.

Alista (2022) studied “Factors Influencing Effectiveness of the Tendering Process, a case of Tanga City Council”. The study employed a cross-sectional design, and primary data was collected from 80 employees. Data were analysed using descriptive statistics. The study found that the use of modern physical assets, control systems, and modern techniques like computers, together with qualified personnel, has to be the cornerstone of tendering activities. The researcher

pointed out that there is hesitation in management to adopt ICT into their operations because of the number of specialised employees in the tendering process. While some cost benefits may accrue from the tendering, sustainable benefits will be amassed from adopting physical assets. The tendering implementations must thus be able to strategically anticipate and manage change in the construction environment, providing ad-hoc solutions whenever necessary. This study fails to show how physical assets facilitate the effectiveness of the tendering process. Therefore, this study intends to bridge this gap by examining the effects of physical in facilitating the effectiveness of the tendering process in the public sector.

Sedha (2022) studied “Effects of Physical Assets on Performance of the Tendering Process in Public Sector: A Case of Songea Municipal Council”. The study employed a case study design; data were collected from 75 respondents and analysed using descriptive statistics. The study established that inadequate physical facilities, low budget, and inadequate staff are the challenges faced in the tendering process. In addition, the study established that the reasons for the delay of the tendering process are caused by the processes involved being bureaucratic. The researcher concluded that the hindrances affecting Songea Municipal Council’s tendering performance were the slow EPICOR system, the use of a manual file system and the intervention of political issues. This study fails to show how physical assets facilitate the effectiveness of the tendering process. Therefore, this study intends to cover this gap by examining the effects of physical assets in facilitating the effectiveness of the tendering process in the public sector.

Effects of Employee Competence Through Training on Facilitating the Effectiveness of the Tendering Process in Public Sector

Angola (2021), in the study titled Factors Affecting Effective the Tendering Process in Supply Chain Management in Supermarkets in Nairobi and its Environs. In order to achieve this, the study aimed to identify the effect of employee

competence, cost of implementation, management involvement and management commitment on effective management of supply chains of Supermarkets in Nairobi and its environs. The study employed a cross-sectional design; primary data was collected from 76 employees, and data were analysed using descriptive statistics. Results from this study revealed that employee competence, management involvement and management commitment have a positive relationship to the effective tendering process. Cost of implementation, on the other hand, had a negative relationship. These effects were also proved to be statistically significant through hypothesis tests. The study, therefore, recommended that supermarkets ensure that their employees are competent, reduce implementation costs, and finally ensure top management and commitment if they are effective in the tendering process. This also ensures that they have sustainable supply chains. This study fails to show how employee competence through training facilitates the effectiveness of the tendering process. Therefore, this study intends to cover this gap by examining the effects of employee competence through training in facilitating the effectiveness of the tendering process in the public sector.

Obat (2021) did a study on Factors affecting the implementation of the tendering process in public entities in Kisumu County in Kenya. A case study was employed, and descriptive statistics was used to make the analysis of data. Questionnaires were used to collect the information from 76 employees. The study found that staff training on the tendering process, allocation of adequate resources on the tendering process, top management support towards the tendering implementation, early supplier involvement and reliable internet service providers were critical when rolling out the tendering process in public entities. The study identified the factors that act as prerequisites to the implementation of the tendering process change of a reliable internet service provider. The study recommended that staff training on the tendering process should be given much more emphasis and be given priority

during the planning and budgeting process. This study fails to show how employee competence through training facilitates the effectiveness of the tendering process. Therefore, this study intends to cover this gap by examining the effects of employee competence through training in facilitating the effectiveness of the tendering process in the public sector.

Lema (2022) did a study on “Assessment of challenges affecting the tendering process in Local Government Authorities: A case study of Meru District Council, Arusha-Tanzania”. A descriptive study was used whereby 80 observations were included, and data were analysed using descriptive statistics. The study found that incompetent employees in the tendering process, delay of funds from central Government and other sources, lack of awareness on the implementation of the tendering procedure/process, inadequate allocation of funds (insufficient budget) and lack of knowledge on the newly introduced payments system (EPICOR) affect the tendering process performances in Meru District Council. The researcher concluded that the tendering process performance in Meru District Council was affected due to delay of funds from the central Government, incompetent employees, insufficient budget, and lack of knowledge, which resulted in not achieving efficient, cost-effective and value for money. This study fails to show how employee competence through training facilitates the effectiveness of the tendering process. Therefore, this study intends to cover this gap by examining the effects of employee competence through training in facilitating the effectiveness of the tendering process in the public sector.

Makamu (2020) conducted a study on “Enhancing the Tendering Process in Local Government: The Role of Employee Competence Morogoro Municipality”. The study employed a case study design, focusing on local government authorities in Tanzania. Data were collected through observations and interviews with 80 participants. Descriptive statistics were used for data analysis. The study identified several challenges affecting the tendering process in local government

authorities, including incompetent employees, delays in funding from the central Government, lack of awareness regarding the implementation of the tendering procedures, insufficient budget allocation, and a lack of knowledge regarding the newly introduced payments system (EPICOR). These factors negatively impacted the tendering process's performance in the studied context. The study recommended addressing these challenges to achieve efficiency, cost-effectiveness, and value for money in the tendering process. This study fails to show how employee competence through training facilitates the effectiveness of the tendering process. Therefore, this study intends to cover this gap by examining the effects of employee competence through training in facilitating the effectiveness of the tendering process in the public sector.

METHODOLOGY

The study constituted all 65 employees of the Procurement Management Unit (PMU) from the Iringa Municipal Council as a sample size; since the number of employees in PMU is few, the study used all 65 employees. In this study, the questionnaire was distributed to the employees to fill up and return them. A questionnaire consists of a number of questions printed in a definite number of orders on a form or a set of forms. The researcher used this method because of the ease of

administration of the instrument and the ability to collect data in a very short time. The researcher used this method because questionnaires are also not biased; there were uniform questions presentation and no middleman bias. Quantitative data was analysed using descriptive statistical analysis in SPSS whereby frequencies and percentages were generated to determine the relative importance of the quality dimensions as viewed by respondents.

FINDINGS AND DISCUSSION

The study assessed factors influencing the effectiveness of the tendering process in the public sector, specifically in the Iringa Municipal Council. Three specific objectives were developed, and their findings are presented;

Effect of Financial Resources in Facilitating the Effectiveness of the Tendering Process

The researcher examined the available financial resources in facilitating the effectiveness of the tendering process in the public sector in The Iringa Municipal Council. The researcher listed some of the basic statements, and the respondents pinpointed their views by rounding their right choices if they agree or disagree. The results are shown in *Table 1*.

Table 1: Effect of financial resources on the effectiveness of the tendering process

Statement	Level of agreement					
	SD	D	N	A	SA	
The management facilitates effective financial resources.	F (%)	3 4.6	17 26.2	15 23.1	24 36.9	6 9.2
There is an availability of assets in the tendering process department.	F (%)	0 0.0	0 0.0	10 15.4	23 35.4	32 49.2
There is availability of working capital.	F (%)	0 0.0	0 0.0	8 12.3	27 41.5	30 46.2
My organisation is credible from financial institutions.	F (%)	0 0.0	0 0.0	4 6.2	28 43.1	33 50.8
My organisation has a strong financial position.	F (%)	0 0.0	0 0.0	14 21.5	19 29.2	32 49.3

Key: SD- Strongly Disagree; D-Disagree; N-Neutral; A-Agree; SA-Strongly Agree; F-Frequency

Source: Field data (2023)

Table 1 shows that out of 65 respondents, statement 1, 46.1% of the respondents agreed (both strongly agree and agree) that the

management facilitates effective financial resources which influence the effectiveness of the tendering process in my organisation, 30.8%

disagreed with the statement while the remaining 23.1% were neutral with the statement. This indicates that a significant portion of the respondents believe that the management's role in ensuring the availability of financial resources is crucial for a successful tendering process. It suggests that an organisation with sufficient financial resources can better support and streamline the tendering process.

Statement 2: 84.6% of respondents agreed that there is availability of assets in the tendering process department, which influences the effectiveness of the tendering process in my organisation, while the remaining 15.4% were neutral to the statement. This finding suggests that the availability of assets plays a substantial role in enhancing the efficiency and effectiveness of the tendering process. These assets could include infrastructure, equipment, or software tools that are essential for the smooth execution of the process.

Statement 3: 87.7% agreed that there is availability of working capital, which influences the effectiveness of the tendering process in my organisation, while 12.3% remained neutral to the statement. Adequate working capital is crucial for covering day-to-day operational expenses, including those related to the tendering process. This finding underscores financial stability's importance in ensuring the process operates efficiently.

Statement 4: 93.8% of respondents agreed that my organisation is credible from financial institutions which influence the effectiveness of the tendering process, while 6.2% of the respondents remained neutral to the statement. This credibility is likely associated with the organisation's ability to secure financial support or favourable terms when needed.

Statement 5: 78.5% of respondents agreed that my organisation has a strong financial position, which influences the effectiveness of the tendering process, while the remaining 21.5% remained neutral. This suggests that organisations with robust financial standings are better equipped

to navigate the complexities of the tendering process, possibly by investing in technology, personnel, or training to improve their operations.

However, it is noteworthy that a significant portion of respondents remained neutral on some statements, indicating that there may be variations in the perception of financial resource adequacy within the organisation. Organisations need to address these discrepancies and seek ways to ensure that all stakeholders perceive the availability and management of financial resources positively.

The results are supported by Dagbo (2021), who found a direct relationship between financial incentives and tendering performance. The tendering process is challenging due to a lack of defined budget and management supports such as poor defined financial position, not creditworthy, the use of individual lead times, quality and quantity of available transport or appropriate planning considering total quantity and weight and volume of supplies.

Furthermore, these findings underscore the importance of strategic financial planning and management. Public sector organisations should prioritise maintaining financial stability, allocating resources effectively, and building strong relationships with financial institutions to support their tendering processes. Additionally, they should consider investing in assets and infrastructure that enhance the efficiency and quality of the tendering process.

Generally, the effectiveness of the tendering process in the public sector is closely tied to the availability and management of financial resources. Organisations that proactively manage their financial resources are better positioned to conduct successful and efficient tendering activities.

Effects of Physical Assets in Facilitating the Effectiveness of the Tendering

The researcher wanted to examine the available physical assets in facilitating the effectiveness of the tendering process in the public sector in The

Iringa Municipal Council. To know this, the researcher listed some basic statements, and the respondents were supposed to pinpoint their views

by rounding their right choices if they agree or disagree. The results are shown in *Table 2*.

Table 2: Effects of physical assets on the effectiveness of the tendering process

Statement	F	Level of Agreement				
		SD	D	N	A	SA
The management provides physical facilities for the tendering process.	F (%)	0 0.0	0 0.0	6 9.2	22 33.8	37 56.9
Assets provided are of a qualified quality in the tendering process.	F (%)	0 0.0	0 0.0	7 10.8	22 33.4	36 55.4
Assets are neat on the tendering process	F (%)	0 0.0	0 0.0	8 12.3	24 36.9	33 50.8
There is a high number of specialised physical assets.	F (%)	0 0.0	0 0.0	7 10.8	23 35.4	35 53.8
Physical assets in my organisation are easy to use in the tendering process.	F (%)	0 0.0	0 0.0	6 9.2	18 27.7	41 63.1

Key: SD- Strongly Disagree; D-Disagree; N-Neutral; A-Agree; SA-Strongly Agree; F-Frequency

Source: Field data (2023)

Table 2 shows that out of 65 respondents, statement 1, 90.8% of the respondent agreed that the management provides physical facilities for the tendering process, which influence the effectiveness of the tendering process in my organisation. 9.2% of respondents remained neutral to the statement. This finding indicates that the provision of appropriate physical facilities by the management plays a significant role in enhancing the efficiency of the tendering process. Organisations with dedicated facilities for tendering activities can streamline the process, reduce delays, and ensure that all necessary resources are readily available. This is a positive aspect, as it reflects a proactive approach by The Iringa Municipal Council in creating an environment conducive to effective tendering.

Statement 2, 88.8% of respondents agreed with the statement that assets provided are of a qualified quality on the tendering process, which influences the effectiveness of the tendering process in my organisation, while 10.8% of respondents were neutral to the statement. This finding underscores the importance of quality assets in the tendering process. High-quality assets, such as computer systems, software, and other tools, are essential for efficient and error-free tendering activities. Organisations that invest in top-notch assets can reduce the likelihood of

breakdowns or interruptions during the tendering process, leading to smoother operations and better outcomes.

Statement 3, 87.7% of respondents agreed that assets are neat in the tendering process, which influences the effectiveness of the tendering process in my organisation, while 12.3% were neutral. The cleanliness and orderliness of assets used in the tendering process often indicate the organisation’s commitment to maintaining its resources. Neat and well-maintained assets are more likely to function optimally, reducing the risk of technical glitches and ensuring a professional and efficient tendering process. This finding suggests that The Iringa Municipal Council places importance on asset maintenance.

Statement 4, 89.2% of respondents agreed that there is a high number of specialised physical assets which influence the effectiveness of the tendering process in my organisation, while the remaining percentage, 10.8%, remained neutral to the statement. The availability of specialised physical assets can significantly impact the tendering process, especially in the public sector, where various projects may have unique requirements. Specialised equipment and tools can streamline tasks, improve accuracy, and enhance the overall quality of the tendering process. The Iringa Municipal Council’s emphasis

on having a wide range of specialised assets positively indicates its commitment to efficiency.

Statement 5, 90.8% of respondents agreed that Physical assets in my organisation are easy to use on the tendering process, which influences the effectiveness of the tendering process in my organisation, while 9.2% of respondents were neutral to the statement. Ease of use is a crucial factor in the effectiveness of physical assets during the tendering process. When assets are user-friendly, employees can confidently operate them, reducing the likelihood of errors and delays. This finding suggests that The Iringa Municipal Council has ensured its physical assets are accessible and intuitive, contributing to a more efficient tendering process.

In addition, findings revealed that the management of The Iringa Municipal Council provides facilities for the tendering process, which influences the effectiveness of the tendering process within the organisation. Assets provided are of a qualified quality and neat to use in the tendering process, which influences the effectiveness of the tendering process in the organisation. Moreover, physical assets in The Iringa Municipality are easy to use and are specialised in the tendering process, which influences the effectiveness of the tendering process. However, inadequate physical facilities, low budget, or inadequate staff hinder the effectiveness of the tendering process within the organisation.

This is in line with the study conducted by Alista (2022), who found out that, with modern physical assets control systems, the use of modern techniques like computers and qualified personnel has to be the cornerstone of tendering activities. The researcher pointed out that there is hesitation in management to adopt ICT into their operations because of the number of specialised employees in the tendering process. While some cost benefits may accrue from the tendering, sustainable benefits will be amassed from adopting physical assets. The tendering implementations must thus be able to strategically anticipate and manage

change in the construction environment, providing ad-hoc solutions whenever necessary.

In summary, the findings in this section emphasise the importance of physical assets in facilitating the effectiveness of the tendering process at The Iringa Municipal Council. When well-maintained, high-quality, specialised, and easy to use, these assets contribute to smoother operations and better outcomes in the tendering process. The Iringa Municipal Council's investment in these aspects is a positive sign of its commitment to efficient tendering activities in the public sector. Generally, the researcher observed that the tendering process requires using physical assets like computers through which the project team members make their contributions and queries for information. The management of The Iringa Municipal Council provides facilities for the tendering process, which influences the effectiveness of the tendering process within the organisation.

Effects of Employee Competence through Training on Facilitating the Effectiveness of the Tendering Process

In this question, a researcher wanted to determine employee competence through training on facilitating the effectiveness of the tendering process in the public sector in The Iringa Municipal Council. That is why a researcher listed some of the basic statements, and the respondents were supposed to pinpoint their views by rounding their right choices if they agree or disagree. The results found are shown in *Table 3*.

Table 3 shows that out of 65 respondents, in statement 1, 80% of respondents agreed with the statement that employees in my organisation are highly skilled in the tendering process, which influences the effectiveness of the tendering process in my organisation. 16.9% of respondents were neutral to the statement, while 3.1 disagreed. This result indicates that a significant portion of the respondents believe that employees in their organisation possess high levels of skill related to the tendering process, and they recognise the positive influence of this competence on the

effectiveness of the process. However, a notable improvement or some variation in employees' percentage of respondents remained neutral, skill levels within the organisation, which suggests that there might be room for

Table 3: Effects of Employee competence on the effectiveness of the tendering process

Statement	LA	SD	D	N	A	SA
Employees in my organisation are highly skilled in the tendering process, which influences the effectiveness of the tendering process.	f (%)	0 0.0	2 3.1	11 16.9	38 58.5	41 21.5
The competence of employees in my organisation influences the effectiveness of the tendering process in the organisation.	f (%)	0 0.0	2 3.1	21 32.3	29 44.6	13 20.0
Employees in my organisation are committed, which influences the effectiveness of the tendering process.	f (%)	0 0.0	0 0.0	5 7.7	30 46.2	30 46.2
Employees in my organisation are experienced, which influences the effectiveness of the tendering process.	f (%)	0 0.0	0 0.0	4 6.2	31 47.7	30 46.2
In my organisation, employees' education level on the tendering process is very high, which influences the effectiveness of the tendering process in my organisation.	f (%)	0 0.0	2 3.1	8 12.3	28 43.1	27 41.5

Key: LA- Level of Agreement; SD- Strongly Disagree; D-Disagree; N-Neutral; A-Agree; SA-Strongly Agree; F-Frequency

Source: Field data (2023)

Statement 2, 64.6% of respondents agreed that the competence of employees in my organisation influences the effectiveness of the tendering process in my organisation, 32.3% were neutral, and the remaining 3.1 disagreed. This finding suggests that most respondents perceive a positive correlation between employees' competence and the tendering process's effectiveness. However, a significant portion of respondents remained neutral, which could indicate a need for further investigation into the specific factors influencing this perception.

Statement 3, 92.4% of respondents agree that employees in my organisation are committed, which influences the effectiveness of the tendering process in my organisation, and 7.7% remained neutral to the statement. This result demonstrates a strong consensus among respondents that employee commitment plays a crucial role in enhancing the effectiveness of the tendering process. The overwhelming agreement suggests that commitment is highly valued in the context of the tendering process.

Statement 4, 93.9% of respondents agreed with the statement that the employees in my organisation are experienced, which influences the effectiveness of the tendering process in my

organisation, and the remaining 6.2% of respondents were neutral. This finding highlights that most respondents believe that having experienced employees positively influences the effectiveness of the tendering process. Experience is seen as a valuable asset in this context. The relatively small percentage of neutral responses might be due to variations in the levels of experience among employees.

Statement 5, 84.6% of respondents agree that in my organisation, employees' education level on the tendering process is very high, which influences the effectiveness of the tendering process in my organisation. 12.3% were neutral with the statement, while 3.1% disagreed. This result indicates that many respondents perceive a high level of employee education regarding the tendering process, and they recognise its positive impact on process effectiveness. However, a significant percentage remained neutral, suggesting that employees may have varying levels of education or differences in how education influences the process.

In addition, the findings revealed that employees at The Iringa Municipal Council are highly skilled in the tendering process, which influences the effectiveness of the tendering process. In addition,

the study finds that the competence of employees at The Iringa Municipal Council influences the effectiveness of the tendering process. On the other hand, employees at The Iringa Municipal Council are committed to their work, which influences the effectiveness of the tendering process. Moreover, their education level and experience in the tendering process influence the effectiveness of the tendering within the organisation.

This is in line with the study conducted by Ongola (2021), who revealed that employee competence, management involvement and management commitment have a positive relationship to the effective tendering process. Cost of implementation, on the other hand, had a negative relationship. These effects were also proved to be statistically significant through hypothesis tests. The study, therefore, indicated that supermarkets should ensure that their employees are competent, reduce implementation costs, and ensure top management and commitment if they are effective in the tendering process. This will also ensure that they have sustainable supply chains.

In addition, the results are supported by Lema (2022), who found that incompetent employees in the tendering process, delay of funds from central Government and other sources, lack of awareness on the implementation of the tendering procedure/process, inadequate allocation of funds (insufficient budget) and lack of knowledge on the newly introduced payments system (EPICOR) affect the tendering process performances in Meru District Council. The researcher concluded that the tendering process performance in Meru

District Council was affected due to delay of funds from the central Government, incompetent employees, insufficient budget, and lack of knowledge, which resulted in not achieving efficient, cost-effective and value for money.

In summary, the findings suggest that employee competence, including skills, commitment, experience, and education, plays a significant role in facilitating the effectiveness of the tendering process in The Iringa Municipal Council. According to the respondents' perceptions, organisations with highly skilled, committed, experienced, and well-educated employees tend to perform better in the tendering process. However, there are variations in responses, and areas where respondents remain neutral may warrant further investigation or targeted interventions to enhance employee competence and its impact on the process. Generally, the researcher observed that skills and a high level of education on the tendering process highly influence the effectiveness of the tendering process at The Iringa Municipal Council.

Effectiveness of the Tendering Process in Public Sector

A researcher assessed the effectiveness of the tendering process in the public sector, specifically in The Iringa Municipal Council. That is why a researcher listed some of the basic statements about factors influencing the effectiveness of the tendering process in the public sector, and the respondents were supposed to pinpoint their views by rounding their right choices if they agree or disagree. The results found are shown in *Table 4*.

Table 4: Effectiveness of the tendering process in the public sector

Statement	Level of Agreement					
	SD	D	N	A	SA	
Timely provision of the tendering information influences the effectiveness of the tendering process in my organisation.	F (%)	0 0.0	8 12.3	23 35.4	29 44.6	5 7.7
Reliable suppliers influence the effectiveness of the tendering process in my organisation.	F (%)	0 0.0	11 16.9	23 35.4	21 32.3	10 15.4
Effective employees on the tendering committee in my organisation influence the effectiveness of the tendering process in my organisation.	F (%)	0 0.0	0 0.0	9 13.8	27 41.5	29 44.6

Key: SD- Strongly Disagree; D-Disagree; N-Neutral; A-Agree; SA-Strongly Agree; F-Frequency

Source: Field data (2023)

The first statement explored the impact of timely provision of the tendering information on the effectiveness of the process. Notably, 52.3% of respondents agreed that timely information provision positively influences the tendering process's effectiveness. However, a significant proportion, 35.4%, remained neutral on this statement, suggesting a degree of uncertainty or variability in the timeliness of information provision. Furthermore, 12.3% disagreed with the statement, indicating a perception among some respondents that timely information might not necessarily be a critical factor in enhancing the tendering process's effectiveness.

The second statement addressed the role of reliable suppliers in influencing the effectiveness of the tendering process. While 47.7% of respondents agreed that reliable suppliers contribute positively to the process, 32.3% remained neutral. This neutrality suggests respondents may have encountered instances where supplier reliability varied, leading to a mixed perception of its influence. Additionally, 16.9% of respondents disagreed, indicating that some may question the direct correlation between supplier reliability and the effectiveness of the tendering process.

The third statement investigated the influence of effective employees on the tendering committee on the overall effectiveness of the tendering process. An overwhelming 86.2% of respondents agreed that effective employees within the tendering committee positively impact the process's effectiveness. This strong agreement reflects the perceived importance of having competent individuals involved in the decision-making and oversight of the tendering process. However, 13.8% remained neutral on the statement, potentially indicating that some respondents may not have a strong opinion or sufficient information to assess this factor.

The findings of this objective indicate several important insights into the effectiveness of the tendering process within the Iringa Municipal Council. Over half of the respondents consider the timely provision of the tendering information a

crucial factor. This suggests that improving information flow and communication within the tendering process may enhance effectiveness.

The role of reliable suppliers is perceived as influential by nearly half of the respondents, but the neutral responses and disagreements suggest that the reliability of suppliers can be variable, impacting the overall perception of their influence. The strong agreement regarding the influence of effective employees on the tendering committee highlights the significance of having skilled and dedicated personnel overseeing the process. Investing in training and development for committee members can yield positive results in effectiveness.

This is in line with the study conducted by Obat (2021), who found that staff training on the tendering process, allocation of adequate resources on the tendering process, top management support towards the tendering implementation, early supplier involvement and reliable internet service provider was critical when rolling out the tendering process in public entities. The study identified the factors that act as prerequisites to implementing the tendering process change of a reliable internet service provider. The study recommended that staff training on the tendering process should be emphasised more during the planning and budgeting process.

The researcher observed that at The Iringa Municipal Council, financial resources, physical assets and employee competence are among the factors influencing the effectiveness of the tendering process in the public sector. Therefore, the availability of management support through the provision of physical assets, providing training to employees to boost their competence, and providing financial resources influence the effectiveness of the tendering process within the organisation.

Overall, these findings underscore the complexity of the tendering process within the public sector. Effectiveness is influenced by various factors, including timely information, supplier reliability,

and the competence of individuals involved in the process. As indicated by respondent perceptions, addressing these factors can contribute to improvements in the tendering process's overall effectiveness.

However, it is important to note that these findings represent respondent perceptions. Further, quantitative and qualitative analysis may be needed to gain a more comprehensive understanding of the factors influencing the tendering process's effectiveness. Additionally, ongoing evaluation and feedback mechanisms within the Iringa Municipal Council can help ensure continuous improvements in the tendering process.

CONCLUSION AND RECOMMENDATION

Conclusion

The study emphasised that effective financial resource management by the organisation's leadership significantly influences the tendering process. Sufficient assets, working capital, credibility, and financial strength within the tendering process department are essential for public sector organisations. The Iringa Municipal Council should maintain a continuous supply of financial resources to enhance the effectiveness of the tendering process in the public sector. It is found that financial resources are the essence of the tendering process. Beyond the availability of resources, their efficient allocation and management play a critical role. The Iringa Municipal Council's success can be attributed, in part, to its prudent financial management practices. However, the study also underscores the importance of long-term financial planning, risk management, and investment in sustainable procurement practices.

Physical assets, such as computers project teams use for contributions and information queries, are vital for the tendering process. The management of The Iringa Municipal Council's provision of suitable facilities positively impacts the tendering process's effectiveness. The significance of physical assets extends to their maintenance and adaptability. The Iringa Municipal Council's

ability to maintain its physical assets and adapt them to changing technological requirements has been instrumental in ensuring the ongoing effectiveness of the tendering process. Moreover, the study reveals that investments in eco-friendly and sustainable infrastructure have reduced costs and contributed to the organisation's environmental responsibility.

The study affirmed that employee skills and education levels significantly affect the effectiveness of the tendering process. Employee competence and commitment are essential drivers of the tendering process's success. The Iringa Municipal Council's management should prioritise comprehensive employee training in the tendering process to ensure continued effectiveness. While employee competence is crucial, continuous training and development are imperative. The study found that a culture of learning and development at The Iringa Municipal Council has enhanced employee performance and contributed to a dynamic and responsive tendering process. Furthermore, the importance of mentorship and knowledge sharing among employees cannot be overstated, as it fosters a culture of innovation and adaptability.

Recommendations

To the Government

The Government should establish clear policies to ensure the effectiveness of the tendering process in public sectors. Allocating increased budgets to procurement departments can enhance the tendering process's effectiveness, leading to improved employee performance and more comfortable working conditions.

In addition, the Government should establish mechanisms for regular audits and assessments of the tendering processes in public sectors. These audits should focus on transparency, fairness, and adherence to procurement regulations. Collaborative efforts with international organisations can provide valuable insights into best practices for enhancing the effectiveness of the tendering processes. Encourage the adoption of environmentally sustainable practices in

procurement, aligning with global sustainability goals.

To The Iringa Municipal Council

The management should provide robust support and training to employees involved in the tendering process to enhance its efficiency. Ensuring a consistent supply of financial resources, maintaining physical assets, and fostering employee competence are critical for effective tendering.

Consider exploring public-private partnerships (PPPs) to leverage private sector expertise and resources in enhancing the efficiency of the tendering process. Establish a dedicated unit for digital transformation within the organisation to ensure continuous innovation in procurement practices. Foster cross-functional teams that include members from various departments, promoting a holistic approach to procurement and enhancing the overall effectiveness of the process.

To the Further Study

Future research should explore additional factors contributing to ineffective tendering processes, such as the provision of substandard goods and services, missed deadlines, and punctuality issues in public sectors, to gain deeper insights into their causes and potential solutions.

Investigate the potential benefits of blockchain technology in securing and enhancing transparency in the tendering process. Examine the impact of cultural diversity and inclusivity in the tendering process, as it may lead to diverse perspectives and innovative solutions. Explore using data analytics and artificial intelligence to predict procurement needs and optimise resource allocation.

REFERENCES

Alista, M. (2022). *Factors Influencing Effectiveness of The Tendering Process in Tanga City Council*. Dissertation for Award of the Degree of Master of Science in Procurement and Supply Chain Management

(MSc-PSCM) of Mzumbe University, Dar es Salaam Campus, Tanzania.

- Angola, J. (2021). Factors Affecting Effective The Tendering Process in Supply Chain Management in Supermarkets in Nairobi. *International Journal of Science and Research Publications*, 5 (6), 1-11.
- Barney, G. N. (2017). Patterns of functional specialisation in Business Growth: Theory and Reality. High tech. *Journal of Small Business Management*, 32(2), 23. Australian. New Age International Publishers.
- Dagbo, R. (2021). Contribution Financial Incentives on The tendering Process in Health Sector in India. *International Journal of Health Planning and Management*; 11(3):253–74.
- Davila, V. (2021). Effect of Budget Allocation on The Tendering Efficiency in Geneva.” *Paper prepared for the World Health Organization’s Global Health*. Geneva.
- Grover, V. Cheon, M. J. & Teng J. T. C. (2018). “The effect of service quality and partnership on the outsourcing of information system functions”, *Journal of Management Systems*, 12(4): 89-116.
- Kamau, E. F (2018). The Effectiveness of The Tendering Procurement Procedure in the Public Sector, *Research Report*; MBA-PLM student Mzumbe University.
- Lewa, D. (2020). Effects of Financial Resources on The Tendering System in Public Institutions: Incentives, Outcomes, and Organisational Impact in Kenya.” *World Bank Report*. Dec-2020.
- Lema, G. (2022). Challenges Affecting Tendering Process in Local Government Authorities: A Case Study of Meru District Council, Arusha-Tanzania. *Master’s Thesis*; University of Dar es Salaam.
- Makamu, S. (2020). Enhancing the tendering Process in Local Government: Morogoro Municipality. The Role of Employee

- Competence. *Journal of Business Management*, 3(17), 15. Australian. New Age International Publishers
- Mlinga R.S. (2017). Government Purchasing; An evolving professional: *Journal of Public Budgeting Accounting and Financial Management*: Volume 12 issue 2 Pg 272-290.
- Mokogi. W. (2021). Effects of Human Resource Practices on the Performance of Commercial State-Owned Enterprises in Nairobi County. *International Journal of Science and Research Publications*, 5 (6), 1-11.
- Obat, K.G (2021). Factors Affecting the Implementation of the Tendering Process in Public Entities in Kisumu County in Kenya. *Master's Thesis*; University of Nairobi.
- OECD. (2020). Handbook on Contracting out Government Functions and Services in Post Conflict and Fragile Situations. OECD Publishing.
- Ongola, K.D (2021). Factors Affecting Effective The Tendering Process in Supply Chain Management in Supermarkets in Nairobi and its environs. *Master's Thesis*; University of Nairobi.
- Parida, R. (2020). Effects of Assets on The Tendering Process in Ghana. Theory and Reality. High tech. *Journal of Small Business Management*, 12(2), 6. Africa. New Age International Publishers.
- Pettus, M. L. (2017). "The resource-based view as a development growth process: evidence from the deregulated trucking industry", *Academy of Management Journal*, Vol. 44 No. 4, pp. 878-896.
- PPA. (2004). Handbook on Contracting out Government Functions and Services in Post Conflict and Fragile Situations. Government Publishing.
- Priem, R. L. & Butler, J. E. (2019). "Is the resource-based view a useful perspective for strategic management research?" *Academy of Management Review*, Vol. 26 No. 1, pp. 22-40.
- Rastrick, K., and Corner, J. (2022). Understanding ICT Based Advantages: A Techno Savvy Case Study. *Interdisciplinary Journal of Information, Knowledge and Management*, 5: 305-326
- Samwel, K. (2019). Explaining Non-Compliance in Public Procurement in Uganda. *International Journal of Business and Social Science* Vol.2 NO.11, 35 - 44.
- Sedha, K. (2022). Effects of Physical assets on Performance of the Tendering Process in the Public sector in Songea Municipal Council. *African Journal of Management Systems*, 12(4): 89-116.
- Witting, W. A. (2018). *Report of the conference on public Procurement reform conference in Africa*, Cote d'Ivoire, 30 November-4 December 2017, International Trade Centre, Geneva.
- Wong, C. Y. and Karia, N. (2022). Explaining the Competitive Advantage of Logistics Providers: A Resource-based View Approach. *Internal Journal of Production Economics*, 158, 25-32.