



**EVALUATION OF THE USES OF TENDERS IN PUBLIC
SECTOR PROCUREMENT**

(A CASE STUDY OF ILORIN WEST LOCAL GOVERNMENT)

BY

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**BEING A RESEARCH PROJECT SUBMITTED TO DEPARTMENT OF,
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CERTIFICATION

This is project has been written, read and approved as meeting part of the requirement of Department of Procurement And Supply Chain Management studies, Kwara state Polytechnic, Ilorin for the award of National Diploma (ND) in Procurement And Supply Chain Management

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DEDICATION

I dedicated this to Almighty Allah that makes this research work a successful project. For his strength and wisdom I glorify his name.

Moreover to my lovely parent who give the moral support, financial support and advice. Thank you for your contribution throughout my programme . Thanks for being there always.

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TABLE OF CONTENTS

| | |
|--|----------|
| Title Page | i |
| Certification | ii |
| Dedication | iii |
| Acknowledgment | iv |
| Table of Contents | v |
| CHAPTER ONE: INTRODUCTION | 1 |
| 1.1 Background of the Study | 1 |
| 1.2 Statement of the Problem | 3 |
| 1.3 Objectives of the Study | 4 |
| 1.4 Significance of the Study | 4 |
| 1.5 Scope and Limitation of the Study | 4 |
| 1.6 Research Questions | 5 |
| 1.7 Research Hypothesis | 5 |
| 1.8 Historical Background of the study | 6 |
| 1. 9 Definition of Terms | 7 |
| CHAPTER TWO: LITERATURE REVIEW | 9 |
| 2.1 Conceptual Framework | 11 |
| 2.2 Theoretical Framework | 12 |
| 2.3 Empirical Review | 15 |
| 2.4 Gap literature | 16 |

CHAPTER THREE: RESEARCH METHODOLOGY

| | |
|--|----|
| 3.0 Introduction | 17 |
| 3.1 Research Design | 17 |
| 3.2 Research Method Used | 17 |
| 3.3 Source of Data | 18 |
| 3.4 Data collection tools | 18 |
| 3.5 Population of the Study | 19 |
| 3.6 Sample Size and Sampling Techniques | 19 |
| 3.7 Statistical Techniques used in Data Analysis | 20 |

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

| | |
|---|----|
| 4.0 Introduction | 21 |
| 4.1 Analysis of Field Performance of Instrument | 21 |
| 4.2 Testing of hypothesis | 32 |
| 4.3 Discussion of Findings | 42 |

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

| | |
|---------------------|----|
| 5.1 Summary | 33 |
| 5.2 Conclusion | 33 |
| 5.3 Recommendations | 34 |
| References | 35 |
| Questionnaire | 36 |

CHAPTER ONE

1.0 Introduction

This chapter introduces the Evaluation of the Use of Tenders in a Public Sector Procurement and its relevance, states the research problems, research questions, and objectives, provides a background of the study, and should also include the research hypothesis

The subject matter of this study is to carefully evaluate the use of tenders in the public sector procurement. In a bid for better understanding of public procurement as to the Nigerian content backed by the Nigerian procurement Act of 2007, Tender as an offer to sell at the price indicate and can be converted into a contract by accepting the offer in the form of a buyers order.

Perhaps, tendering is the very first opportunity for the buyers to have a full detail of the supplier and for the suppliers to improve their services level is the most important element. The public sector management has in their part made numerous contributions to effective and efficient management of contract in the public sector

1.1 Background Of The Study

Several factors have made the subject of public procurement prominent in recent years among government policy makers, academic and business community, bilateral donor agencies and international financing institutions, such as the World Bank are paying, increasing attention to the implementation as distinct from the preparation of

projects funded by them, and have come to identify economic and efficient procurement as indispensable to successful project implied station. Kempton and Jessup (2019)

Developing countries especially in Africa come to recognize the economic development programmes and projects have to be managed more efficiently and that efficiency gains cannot be had without improved procurement of the goods services which needs to be acquired in the development process. The dictionary of purchasing and supply management defines "tendering" in public sector procurement as offer from tenderness without callous, usually in scaled enveloped delivered by a time and data specified in the invitation of tendering for supply of goods and services. In simple term, "**public procurement**" is defined as the acquisition of goods and services by government and their subsidiary agencies such as parastatas. Tendering and public sector is usually required when an organization or a firm needed supply of certain goods such as furniture, generating set, caterpillars, vehicles, drugs, medical equipment, and computers etc.

Tendering is widely used in public sector to ensure observance of the principles of public accountability. It may also be used by private sector organization more especially in respect of construction and services contract to obtain prices and terms of the contract. According to Kempton and Jessup (2021) such tenders are opened only at time and data specified by the tender panel of qualified persons who record the necessary details, the essence of this research is to examine the use of effective bidding in public sector procurement.

Public procurement is different from private procurement. In public procurement the economic results must be measured against more complex and long term criteria. Furthermore public procurement is transacted with other considerations in mind, besides the economy. These considerations include accountability, non-discrimination among potential suppliers and respect for international obligations. For these reasons, public procurement is subjected in all countries to enacted regulations in order to protect the public interests. It's worth noting that unlike private procurement, public procurement is a business process within a political system and has therefore significant consideration of integrity accountability national interest and effectiveness. (Witting 2021)

1.2 Statement Of The Problem

Despite an increase in knowledge in the tendering process according to PPDA2005 very little has been done to analyze the effect played by tendering on the efficiency and effectiveness of public sector. The research therefore will seek to establish how the evaluation of the tendering procedure, tendering committees, ICT application and tender records management influence the performance of public sector in Ilorin west local government.

1.3 Objectives of the Study

In most public establishment, there is a wide misunderstanding of tendering system as a tool for public sector procurement.

1. To examine the use of tendering in improving the efficiency and effectiveness of public sector procurement.

2. To find out the reason why there is misunderstanding of public sector procurement.
3. To examine the procedures and process of tendering and contract awards and the skills of officers involved in public tendering and contract management.

1.4 Significance of the Study

The significance of this research work is to help the research or show to know the significance of the study to discover whether there will need for effective and efficient use of tendering in public procurement in Ilorin West Local government. At the end of this work, the Ilorin West Local government will be able and capable of ensuring that there is effective and efficient use of tendering in public sector procurement of Ilorin West Local government.

1.5 Scope And Limitation Of The Study

This study has been limited to the public sector organization. Tendering system has play many role in the management and administration of public sector contract, this study would have covered all the ministries departments, Agencies, Boards even the Ilorin west Local government areas in this country but after due consideration of various variables and implication decides to concentrate on the study of the implication of effectiveness and efficient tendering in the administration and management of contract in the ministry of works and housing, Ilorin west Kwara state.

Yet another limitation faced by the researcher was financial constraints. This made it impossible for the researcher to make the entire necessary visit in order to obtain the right quality of information the researcher of this nature requires.

Lastly, many officials changes with the management and administration of tendering system in public sector contract were not keen to give out much needed information by way of document and forms which were classified by the staff of Ilorin west local government.

1.6 Research Questions

Based on the project topic and objectives of the research, the following questions were developed by the researcher:

- ✓ Does tendering have a role to play in improving the efficiency and effectiveness of public sector procurement?
- ✓ What qualifies a bidder to be invited to bid?
- ✓ Have there been instances where the lowest bidder is not offered the job?
- ✓ Can the current tendering process or procedures as used by the public sector organization eliminate corruption and build accountability and transparently in the public sector?
- ✓ Is the officer handling tendering in the public sector qualified?

1.7 Research Hypothesis

In order to pursue the objective of this study, the following generalized statements have been designed to guide and aids in obtaining the result for the experiment to be conducted. For this work, the null hypothesis will be represented with HO while the alternative hypothesis will be represented with hypothesis H1.

Hypothesis One

* HO: Tendering is not an effective tool in public sector procurement

* H1: Tendering is an effective tool in public sector procurement

Hypothesis Two

HO: There is no effective method the ministry adopt other than public procurement

•H1: There is an effective method the ministry adopt other than public procurement

1.8 Historical Background Of The Case Study

Ilorin West Local Government Area has a rich historical background. The area was created in 1991 from the old Ilorin Local Government Area, with its headquarters located in Oja-Oba. Prior to its creation, Ilorin was a major town in the Oyo Empire, serving as a military outpost and later becoming the capital of a kingdom that was a vassal state of the Oyo empire. The area has a diverse population, with the Yoruba, Nupe, Bariba, and Fulani being the main ethnic groups. The Yoruba are the largest population group in the area, and their skilled craftsmanship has been evident for centuries, with the most significant pottery workshops in Nigeria found in Ilorin.

Ilorin West Local Government Area has also played a significant role in the history of Nigeria. The area was a major center of trade and commerce, with the Oyo Empire being a major power in the region. The area was also a major center of Islamic learning, with the famous Sheik Alimi, an Islamic scholar, playing a significant role in the development of the area.

Today, Ilorin West Local Government Area is a thriving local government area, with a population of over 364,000 people, according to the 2006 census ⁴. The area is known for

its rich cultural heritage, with many festivals and traditions being celebrated throughout the year.

Ilorin West local government was created in 1991 from the old Ilorin Local Government Area with Headquarters at Oja-Oba. The Local Government area has four districts 4 wards. It has an area of 105 km² and a population of 364,666 at the 2006 census

1.9 Definition Of Terms

Bid: A quotation for a price or other condition for contracts whether for payment or acceptance.

Lead Time: This is the interval between when a need is perceived and the fulfillment or satisfaction of that need

Tender: It is the procedure through potential supplier are invited through newspaper and other chosen media advertising to make a firm and unrequited offer of the price And terms which on acceptance, shall be the basis of the subsequent contract in competition with others.

Competitive Bidding: This is one of the methods by which the right price can be obtained.

Quotation: A formal statement prepared by a contractor/supplier to his customer that includes cost estimates specification and other key information about an agreement between the two parties.

key information about an agreement between the two parties.

Government: An institution with power to govern and direct the affairs of a state

Evaluation: The process of finding out and deciding the amount and value of something

Negotiation: It is the seeking agreement between the purchaser and the contractor/supplier on mutually acceptance terms and conditions prior to conclude a contract.

Analysis: It is the process of braking components into separate parts or units in order to examine each unit and constitute critically.

Certificate: Act of licensing by a document formally testing the fulfillment of conditions

Pertormance Bonds: This is an undertaking or security to perform a contract as required and failure to perform as required the client will be compensated by the supplier or contractor.

Specification: This is the description of any objective materials or process in sufficient details required of a job/suppliers or contract which the contractor or a supplier must comply with. It is what the supplier must supply to the buyer as describable by the buyer.

Sourcing: This is a process and procedure used by the buyers to survey, evaluate and determine which supplier that can meet with the best requirement of the organization.

Sourcing Policy: These are policies developed to guide the purchasing functions in respect of who may be the major sources of the organizational suppliers

Quality: Quality is the fatality of features and characteristics of a product or a serves that bears in the ability to satisfy a stated or implied needs.

CHAPTER TWO

2.0 Literature Review

The review of relevant literature is the main topic of this chapter. A literature review covers theoretical and methodological contributions to a certain issue in addition to the state of knowledge at the time of writing. It provides information about the state of the art in relation to the subject you are writing about. It examines the body of work on the chosen subject. The literature evaluation in this study comprises the whole project

In recent years and times, management or governance of tendering processes within governments has come to the forth. Reality has final dawned on government that there are few suppliers in the country and they know each other, so it is easy for them to take advantage of systems (weaknesses), and there is a need to invite international suppliers to bid. Given the size and amount that government spends, it is important that leaders in government must recognize that tendering is a management function that is central to operations. Therefore it should be treated at a senior management level (Gildenhuis, 2021).

Woods (2018) defines tendering as process where by an organization invites for the supply of goods and services, and awards the contract to the best offer according to predetermined criteria without negotiation. Woods goes further to argue that tendering can be seen as an essential anticorruption approach and according to Moeti et al. (2019), tender is a proposal to provide a good or service in competition with other potential suppliers.

According to Woods (2018), tendering has its own rules and emphasis. Procurement transactions which are conducted through formal tendering systems are usually done so because of their relatively high value. The general rule concerns a predetermined limit above which the transaction should be subject to the more stringent tendering rules. As with many other aspects of public sector management reform the world over, tendering activities and their control has recently been devolved down from a centralized arrangement to the individual organizations themselves. All the associated best practice tendering requirements remain in forces.

According to Gildenhuis (2020), calling for tenders for the supply of goods and services is a standard procedure in national government. Legislation compels governments to call for tenders before buying any goods or services. For any national department to deliver services to people successfully nowadays requires it to manage tendering and become involved in the way its suppliers do business. A successful department is often seen as symbol of a country's economic success. Visser and Erasmus (2017) further state that all specifications are an integral part of the tender invitation. Apart from advertising, tender documents are also sent to identify possible tenderers, and the departments are required to provide the office with their particulars. The closing date, time of closure, validity period, and address where the tenders must be deposited or posted must be indicated.

Directorate of Public Service Management (DPSM) has the critical role of ensuring that the Public Service is enabled to function efficiently through public service

human resource management. The DPSM is mandated to provide strategic leadership and policy direction in public service human resource management and development. The Directorate's core functions are to formulate human resource management and development policies, rules and regulations in the Public Service, to advise the Public Service on organizational structures, ministerial functions, staffing levels, develop and review schemes of service and career guidelines. The directorate also trains and builds capacity in the Public Service, initiates and coordinates human resource management reforms in the Public Service. It also coordinates human resource management information systems as well as reviewing, harmonizing and updating the terms and conditions of service for the Public Service. The ministry is also mandated to provide guidelines and monitor payroll and human resource records in the Public Service (Public Procurement and Disposal Act, 2005).

2.1 Conceptual Framework

The overall strategy of improving public procurement reforms has rotated around instilling the principles of good governance in the public sector. Improved accountability, transparency, legislative frameworks, and addressing corruption are among the much-needed strategies for improving public sector performance through procurement reforms. Implementing public procurement reforms has not been seriously planned and lacks effective coordinated processes. Critics of the current procurement regulations in Kenya have pointed out that the creation of the Tender Committees for all public institutions under the chairmanship of the respective accounting officers undermines the powers of

the executive boards that are excluded from these committees, even when big tenders are to be awarded. In Parastatal Tendering Committee, for example, only two directors are authorized to sit in the Tender Committees. This means that institutions such as the Department of Defence, the National Intelligence Services and the Office of the President will not be subjected to the transparent tendering rules. This study aims at documenting the role of tendering process on procurement performance at Directorate of Public Service Management (Akech, 2021)

2.2 Theoretical Framework

Contingency Theory: Contingency theory implies that one thing relies on upon different things, and for effectiveness To avail there must be an association between organizational structures and the working order or state of their external surroundings. The right administration approach is dependent upon the organization's circumstances (Daft 2001). This theory relates to this study where the study acknowledges the thought of the theory, which proposes that chosen PMS outline and its function must accommodate to its logical components (Pugh, 2008). Regardless of this, with the objective of this study, contingency theory will be utilized and looked into in a specific manner as follows. This theory is a replicate of a sound organizational theory, for instance choice making points of view and organizational structure (Donaldson, 2001). The intrinsic nature of the contingency theory at large is that organizational effectiveness comes out as a result of appropriateness qualities of the organization, to possibilities that mirror the situation of the organization (Lorsch, 2014). As per Donaldson (2021), organizations intend to

accomplish the fit of organization characteristics to possibilities which prompts to high performance. Subsequently the organization is directed by the contingencies (fit) to attain good performance. Therefore, there is a relationship between organization and its unpredictable factors, making an association between these unpredictable characteristics and organization relevant attributes (Woodward, 2001). The contingency theory implies that there is no universally suitable or consummate estimation framework which applies similarly to all organizations on the whole context. It's often suggested that the suitability characteristics of a certain organization framework depends on the situation that organization is at that moment. This study adopts this theory in the sense that the theory offers a systematic way of looking at association between unpredictable variables and organization

Transaction Cost Theory: Grover and Malhotra (2003) in their well-cited study conducted an extensive investigation on the application of transaction cost theory in supply chain management. In their empirical study of 1000 purchasing managers, Grover and Malhotra (2003) conclude that transaction cost theory applies to organizational supply chain management in four facets: effort, monitor, problem, and advantage. In an effort to build and maintain the relationship with suppliers; cost of monitoring the performance of suppliers; resolving the problems that arise in the business relationships and engagement of suppliers in an opportunistic behaviour. However, transaction cost theory is primarily concerned with the direct economic factors in organizations and hence

fails to address some important aspects of the operation of organizational supply chain, including personal and human relations among other actors in the supply chain.

Theory of internal control: A design structure of internal control is vital factor in organization administration or management and an underlying factor for its best operation. A system of solid interior controls can guarantee that the objectives and goals of an organization will be achieved, that it will accomplish long term targets and keep up dependable financial and administrative reporting. A such framework can likewise guarantee that the organization will consent to laws and directives and also strategies, plans, internal standards and techniques, and diminish the danger of unforeseen losses and ruin the organizations reputation.

Agency theory: Agency theory is a conceptualized idea that clarifies why behaviours or choices are different from another when shown by individuals of a group. In particular, it portrays the connection between one party called the principal, that entrusts work to another called the Agent. It clarifies their contrasts in behaviour or decisions by taking note of that the two groups frequently have diverse objectives and, autonomous of their individual objectives, may have distinctive attitude toward risk. The idea started from the work of Adolf Augustus Berle and Gardiner Coit Implies, who were discussing about the issues of the agent and guidelines as from 1932. Berle and Means investigated the concepts of agency and their applications toward the advancement of large companies. They perceived how the interests of the managers and directors of a given firm contrast

from those of the proprietor of the firm, and utilized the concepts of agency and principal to clarify the sources of those contentions (Murtishaw and Sathaye, 2016)

2.3 Empirical Framework

This study sought to empirically examine the relationship between public procurement efficiency and factors that have an influence on the efficiency of the public procurement process. These factors are bureaucracy, quality management, ethics, noncompliance, and supplier relationship management. The research process began by developing the constructs' domain using a literature review and proceeded with the identification of the different items that were used to measure those constructs that form the research model.

a. It is also an essential cog of judicious financial administration in the country's public sector. Hanks, Davies, and Perera (2018), posit that SCM functions under the auspices of a regulatory structure that is established by the state and expanded by local authorities and provinces to specific regulations, legislation, and policies.

The objective of Supply Chain Management is to improve value throughout the various stages of the procurement process – starting from the demand side of the chain through to the acquisition side, the management of the logistics process, and lastly, post utilisation and disposal. In executing these processes, SCM attempts to confront the inadequacies currently observed the procurement practices, asset and inventory control, contract management, and obsolescence planning

2.4 Gap Literature

- Lack of empirical studies: There is a need for more empirical studies that investigate the impact of tendering on public sector procurement outcomes ¹.
- Limited geographical scope: Most studies focus on developed countries, leaving a gap in understanding the tendering processes in developing countries.
- Insufficient attention to tender evaluation criteria- Research often overlooks the evaluation criteria used in tendering processes, which can lead to biased or unfair outcomes.
- Neglect of stakeholder perspectives: The literature often neglects the perspectives of stakeholders, including contractors, suppliers, and community members, who are impacted by tendering decisions.

CHAPTER THREE

Research methodology

3.0 Introduction

This chapter is a research methodology took a look at the research background, research design, population sampling size, sampling techniques, data collection procedure and data analysis. Survey method allows the gathering of data from a large target population through the instrumentality of questionnaire and personal interviews. The survey method enabled the researcher to measure respondents' opinions, feelings and attitudes to questions asked through a questionnaire

3.1 Research Design

Research design is a strategy for answering your research questions using empirical data creating a research design means making decision about your overall research objectives and approach. It's also refers to the overall strategy and analytical approach that you have chosen in other to integrate, in a coherent and logical way, the different components of the study, thus ensuring that the research problem will be thoroughly investigated

This examines the method used in gathering the necessary information and source of data that will be used in research work. Data will be collected through the administrations of questionnaire. Research design is a term used to describe a number of decision taken as regard to the collection of data before other data are been collected. The question in the questionnaire was structure in a way as to get information from Ilorin West Local government.

3.2 Research Method Used

Data analysis Is the process of systematic applying statistic and\or logical techniques to describe and illustrate, condense and recap and evaluate data.

Frequency table were used to analysis the collection of raw data. The raw data were translated into percentage to enable the researcher draw reseanable conclusion

based on the information gathered which is based on the actual reaction of the respondent concern with the questionnaire administered

3.3 Source Of Data

Primary Source: this data will be collected direct from the sample population under study through the use of questionnaire constraining question explaining clearly the objective of the survey and the data requirement, with exact working to be answered uniformly by the respondent indicating the level of agreement or disagreement

Secondary Source: this data will also source form relevant journals company policy learned school and available textbooks on the research topic.

Data collection for this study will be done through the collection of primary data from the respondent. The primary data will be collected through the use of questionnaire method and a few personal interview conducted with some of the respondent secondary data was obtained from published source, including magazine journal, articles, textbooks and the internet among others.

Questionnaire is organized and worked to encourage respondent to provide accurate and complete information from a large number of people within period of time, ensure accurate data is collected so that the results are interpretable and general sable.

Questionnaire was the main instrument used in this study for data collection is used to collect in two part A and B were used the respondent while part B consist of questions used to elite responses on the subject of research. The questionnaire was design on A4 point like scale with “Strongly Agree”, “agree”, and ‘strongly disagree’ as the options were ranked with scores 4,3,2, and 1 respondents to tick the responds that their individual views and as ensure as easy and fast way of resenting the result of the study.

3.4 Data Collection tools

In attempting of carrying out research work, the instrument use in collection of information is questionnaire

A questionnaire is a research tool featuring a series of questions used to collect useful information from respondent these instrument include either written or oral questions and comprise and interview.

Validity And Reliability of the instrument which help to know the extent of which the instrument results are truthful. Questionnaire can be administered by postal mail, phone, and email or through a website and can be conducted in person (face –face).

For result truthful we will be using in person face to face in which people will give question printed on paper and will be collected instantly this will enable us to get the right result.

3.5 Population Of The Study

A population of a research study may comprise groups of people define in different ways Awokeni (2006) refers to population of the study as a set of all participant that specify for a Study, while Akinlade & owolabi 2009, define population as the total set of observation form which a sample is drawn, are Adeniyi et al (2011),see it as the total number of large arbitration of people in one geographical area.

The study we focus on the student of Ilorin West Local government. the survey will cut across all the geographical area in a form of questionnaire distribution which will be given to people in a random way in respective of their levels 100 questionnaire will be shared in whole local government.

3.6 Sample Size And Sampling Techniques

Sample size refers to the number of participant or observatory included in a study the number is usually represented by the size of a sample influence two statistical properties the decision of our estimate and the power of the study to drawn conclusion. Sampling techniques is for a larger population chosen using a method based on the theory of probability.

The purpose also knows as judgmental or subjective sampling in which the decision concerning the individual to be concluded in the sample was taken by the researcher based on the fact that these individual have been around long term enough to

have the knowledge of the research issue and also the willingness to participate in the research this techniques is also chosen of the sample size was quite small when composed with probability sampling.

3.7 Statistical Techniques Used In Data Analysis Validity Of The Instrument

The instrument (questionnaire) used is valid because it is the most appropriate instrument for data collections in survey study because, it removes the influence of the researcher in gathering information for this research. Its personal nature makes data realized from it reliable and most importantly, it makes both respondents and researchers the confidentiality of their communication.

More so, the project was monitored to ensure its validity both in content and context. This was done by ensuring that the questions contained in the questionnaire though properly constructed were also relevant to the study.

Statistical analysis formula

Data analysis formula used

$$\frac{F}{N} \times \frac{100}{1}$$

F= frequency

N=number of respondents

Q=percentage

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.2 Introduction

This chapter deals with the presentation, analysis and interpretation of the problem under the research work. A total 100 questionnaires were administered to the respondents questionnaire. It was shared to the member of Ilorin west local government. Therefore the analysis is based on 100 questionnaires which were retrieved on demand.

4.3 DATA ANALYSIS OF FIELD PERFORMANCE OF INSTRUMENT

Section A Basic demographic

Gender

Table 1

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Male | 35 | 35% |
| Female | 65 | 65% |
| Total | 100 | 100% |

Source : field survey 2025

The above table shows the gender of the respondents, where the male has 35%, and 65% for the female . this shows that the female respondents has the highest rank

TABLE 2 what is your age?

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Under 18 | 15 | 15% |
| 18-20 | 37 | 37% |
| 25-30 | 32 | 32% |
| 31-35 | 16 | 16% |
| Total | 100 | 100% |

Source: Research survey (2025)

From the above, it shows that 15% of the respondents are under 18, 37% of the respondents are 18 to 24 and 32% are from the age 25-34 while 35 and above are 16%.

This implies that 18-24 age bracket respondents to this segment the most

Table 3.: Qualification?

| Response | Frequency | Percentage |
|-------------|-----------|------------|
| ND/NCE | 40 | 40% |
| HND/B.SC | 25 | 25% |
| PHD/PGD/MSC | 35 | 35% |
| Total | 100 | 100% |

Source : Research 2025

From the table above displayed the Qualification of the respondents 40% are ND/NCE, 25% are HND/B.sc, 35% are PHD/PGD/MSC, it shows that Nce/ND carry the most point of 40%

Table 4: Marital Status?

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Single | 20 | 20% |
| Engaged | 18 | 18% |
| Married | 50 | 50% |
| Others | 12 | 12% |
| Total | 100 | 100% |

Source : Research 2025

Table 5 indicate the marital status of the respondents. 20% of the respondent were single, 18% were engaged , 50% are married, 12% fall in others who were never married nor single .

Table 5: .Religion

| Response | Frequency | Percentage |
|-------------|-----------|------------|
| Islam | 60 | 60% |
| Christian | 30 | 30% |
| Traditional | 8 | 8% |
| Others | 2 | 2% |
| Total | 100 | 100% |

Source : Research 2025

From the table above (Table6) state the religion each respondents is practicing, 60% of the respondent are Muslim, 30% are Christians , 8% fall under traditional and 2% others are undecided

Section B

Table 1:does tendering have a role to play in improving the efficiency and effectiveness of public sector procurement?

| Response | Frequency | Percentage |
|-----------|-----------|------------|
| Yes | 80 | 80% |
| No | 15 | 15% |
| undecided | 5 | 5% |
| Total | 100 | 100% |

Source : Research 2025

Table above depict how tendering have a role to play in improving the efficiency and effectiveness of public sector procurement. 80% of the respondents agreed to the statement, 15% say no its does not , 2% are undecided .

Table 2: can the current tending process or procedures as used by the public sector organization eliminate corruption and build accountability and transparency ?

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 53 | 53% |
| No | 29 | 29% |
| Maybe | 18 | 18% |
| Total | 100 | 100% |

Source : Research 2025

The table Above shows that the respondents follow that the current tending process or procedures as used by the public sector organization eliminate corruption and build accountability and transparency. 53% of the respondents picked yes while 29% are among who picked No, and 18% other picked maybe.

Table 3: Is the officer handling tendering in the public sector qualified?

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 54 | 54% |
| No | 28 | 28% |
| Maybe | 18 | 18% |
| Total | 100 | 100% |

Source : Research 2025

Table above indicate if the officer handling the tendering sector is qualified. 54% of the respondent are yes, 28% is No, and others which is maybe 18%,

Table 4: has there been instance where the lowest bidder is not offered the job in an organization

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 52 | 52% |
| No | 24 | 24% |

| | | |
|-------|-----|------|
| Maybe | 24 | 24% |
| Total | 100 | 100% |

Source : Research 2025

Table above table its state if there has been instance where the lowest bidder is not offered the job in an organization and 52% of the respondents picked yes, 24% are No, while maybe is 24%.

Table 5: Tendering is widely used in public sector to ensure observance of principle of public accountability ?

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 45 | 52% |
| No | 35 | 24% |
| Maybe | 20 | 24% |
| Total | 100 | 100% |

The table above shows that 45% agreed to the statement, 35% says No never. 20% says maybe this shows that the majority of the response agreed to it

Table 6: Does ICT application and tender records management influence the performance of public sector

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 65 | 65% |
| No | 35 | 35% |
| Maybe | 0 | 0% |
| Total | 100 | 100% |

Source : Research 2025

Table above shows that ICT application and tender records management influence the performance of public sector, where 65% says Yes and 35% says No, while other maybe.

Table 7: Tendering is one of the very first Opportunities for buyers to have a full detail of the suppliers to improve their service level?

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 70 | 49% |
| No | 25 | 27% |
| Maybe | 5 | 24% |
| Total | 100 | 100% |

Source : Research 2025

From the above table, its shows if Tendering very first Opportunities for buyers to have a full details of the suppliers to improve their service level. 70%choose yes, 25% of the respondents choose No, 5% of the respondents choose maybe, and definitely 70% is the highest response in this segments.

Table 8: is there a need for effective and efficient use of tendering in public sector procurement?

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 65 | 65% |
| No | 25 | 25% |
| Maybe | 10 | 10% |
| Total | 100 | 100% |

Source: Research 2025

Table above depict, if there is need for effective and efficient use of tendering in public sector procurement, 65% of the respondent strongly agree, 25% Disagree, 10% maybe respectively

Table 9: Tendering is an effective tools in public sector procurement?

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 50 | 50% |

| | | |
|-------|-----|------|
| No | 30 | 30% |
| Maybe | 20 | 20% |
| Total | 100 | 100% |

Source : Field survey 2025

Table 9 shows if the respondents have learned that Tendering is an effective tools in public sector procurement. 50% say yes , 30% disagree, 20% are neutral, respectively

Table 10: is there a need for more empirical studies that investigate the impact of tendering in public sector procurement?

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 50 | 50% |
| No | 30 | 30% |
| Maybe | 20 | 20% |
| Total | 100 | 100% |

Source: field survey 2025

Table 10 depict that social that there is need for more empirical studies that investigate the impact of tendering in public sector procurement, 50% of the agree, 30% disagree, 20% are neutral and.

Table 11: IS there a an effective method that public sector adopt other public procurement?

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 40 | 40% |
| No | 50 | 50% |
| Maybe | 10 | 10% |
| Total | 100 | 100% |

Source: field survey 2025

From the above table, it shows that the there a an effective method that public sector adopt other public procurement, 40% agreed with Yes, 50% of the respondents disagree, 10% never agree nor disagree

Table 12: are there officer handling tending in the public sector qualified?

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 50 | 50% |
| No | 30 | 30% |
| Maybe | 20 | 20% |
| Total | 100 | 100% |

Source: field survey, 2024

The above table shows that the respondents feel more more concerned with the above statement. 50% are strongly agree, 30% disagree, 20% neutral and respectively.

Table 13: does the research give an insight on how tender and public sector contract are administered and managed?

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 65 | 65% |
| No | 30 | 30% |
| Maybe | 5 | 5% |
| Total | 100 | 100% |

Source: field survey, 2025

from table 13 it depict and shows that the research give an insight on how tender and public sector contract are administered and managed 65% choose yes disagree, 30% choose No 5% are neutral,

Table 14: does its helps to provide useful information to the public sector organization?

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 65 | 65% |
| No | 30 | 30% |
| Maybe | 5 | 5% |
| Total | 100 | 100% |

Source : field survey 2025

Table 14 indicate if its helps to provide useful information to the public sector organization and 65% out of the respondent strongly agree, 30% disagree, 5% are neutral to the agreed statement .

Table 15: does it help to provide new and in-depth insight as par the weakness and current tendering and contract practice and procedure?

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 40 | 40% |
| No | 25 | 25% |
| May be | 35 | 35% |
| Total | 100 | 100% |

Source: field survey 2025

Table 15 indicate it help to provide new and in-depth insight as par the weakness and current tendering and contract practice and procedure. 40% strongly agree, 25% disagree totally, 35 of the respondent fall in neutral , respectively.

Table 16: does the extent to which duration taking in tendering influence effectiveness of tendering process?

| Response | Frequency | Percentage |
|----------|-----------|------------|
|----------|-----------|------------|

| | | |
|-------|-----|------|
| Yes | 50 | 50% |
| No | 30 | 30% |
| Maybe | 20 | 20% |
| Total | 100 | 100% |

Source : field survey 2025

From the table above it indicates if the extent to which duration taking in tendering influence effectiveness of tendering process. 50% strongly agree, 30% disagree, 20% in this segment.

Table 17: does its help to suggest ways of improving public contract management through efficient and effective tender?

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 65 | 65% |
| No | 35 | 35% |
| Maybe | 0 | 8% |
| Total | 100 | 100% |

Source: field survey 2025

The table above indicate that tender help to suggest ways for improving public contract management effectiveness were 65% choose yes and 35% choose no, while 0% chose maybe.

Table 18: does it help to impact poorly managed tendering on the public sector contract administration and management

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 40 | 40% |

| | | |
|-------|-----|------|
| No | 40 | 40% |
| Maybe | 20 | 20% |
| Total | 100 | 100% |

Source: field survey 2025

The above table shows that impact poorly managed tendering on the public sector contract administration and management, where 40% of the respondent choose Yes, 40% also choose No, while 20% choose maybe.

Table 19: does it help to examine the effect of political godfathers and Nigeria factor in public tendering in the public sector?

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 55 | 55% |
| No | 25 | 25% |
| Maybe | 15 | 15% |
| Total | 100 | 100% |

Source: field survey 2025

The table above shows that to examine the effect of political godfathers and Nigeria factor in public tendering in the public sector, where 55% chose yes, 25% choose No and 15% of the respondents choose maybe

Table 20: does it helps to suggest way of improving contract management through efficient and effective tender?

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 60 | 60% |
| No | 30 | 30% |
| Maybe | 10 | 10% |

| | | |
|-------|-----|------|
| Total | 100 | 100% |
|-------|-----|------|

Source: field survey 2025

The table above indicate that tender helps to suggest way of improving contract management through efficient and effective tender, where 60% of the respondent accept with yes , while 30% choose No, and 10% choose mayb.

4.2 TESTING OF HYPOTHESIS.

Hi: That adequate Evaluation of the cause of tenders in a public sector procurement he following formula is used in computing the chi-square value for the data.

$$X^2 \text{ test} = \frac{fo-fe}{Fe}$$

Fe

Where fo: observed frequency

Fe= expected frequency

A rejected of the null hypothesis at alpha level of 0.01 will indicate that effective and adequate sourcing of fund will facilitate health relationship between the bank and the clients. Other hypothesis will be tested likewise.

4.3 DISCUSSION OF FINDINGS

Evaluation of the cause of tenders in a public sector procurement, as depicted in Table 5, reveals a diverse range of engagement among respondents. A minimal fraction, representing 0.5%, abstain from tendering, while 18% engage on a rare basis. A quarter of the participants (25%) dip into social media occasionally, and a significant proportion (26%) frequent these platforms regularly. Notably, an equal percentage (26%) are highly active, indicating a robust connection with social media in their daily lives Delving into

platform preferences, Table 6 sheds light on the dominant that there been instance where the lowest bidder is not offered the job in an organization,

CHAPTER FIVE

5.1 Summary

The use of tenders in public sector procurement is a crucial aspect of ensuring transparency, accountability, and value for money in government contracting. This evaluation assesses the effectiveness of tendering processes in public sector procurement, highlighting benefits, challenges, and areas for improvement.

Tender evaluation in public procurement involves assessing bids to determine the most advantageous offer, ensuring value for money and adherence to procurement regulations. This process includes evaluating technical capabilities, financial standing, and price, potentially using mathematical models for objective decision-making. The goal is to select a contractor or supplier that best meets the project's requirements and delivers the desired outcome. .

5.2 Conclusion

The evaluation reveals that tenders play a vital role in promoting fair competition, transparency, and accountability in public sector procurement. However, challenges such

as complexity, bureaucracy, and limited competition can hinder the effectiveness of tendering processes. Despite these challenges, tenders remain an essential tool for ensuring value for money and achieving procurement objectives.

It appears that the changes in the law will lead to an improvement of the public procurement market in terms of the quality of the subject of the contract.

5.3 Recommendations

1. Simplify Tendering Processes*: Streamline tendering procedures to reduce complexity and bureaucracy, making it easier for suppliers to participate.
2. Enhance Transparency*: Improve transparency by providing clear guidelines, timely communication, and accessible information to suppliers.
3. Promote Competition*: Encourage competition by actively seeking out new suppliers, using open tendering processes, and avoiding restrictive tendering practices.
4. Develop Supplier Capacity*: Provide training and support to build the capacity of local suppliers, enabling them to participate effectively in tendering processes.
5. Monitor and Evaluate*: Regularly monitor and evaluate tendering processes to identify areas for improvement and ensure compliance with procurement regulations.
6. Foster Collaboration*: Encourage collaboration between government agencies, suppliers, and other stakeholders to improve tendering processes and achieve better procurement outcomes.

By implementing these recommendations, public sector organizations can improve the effectiveness of tendering processes, achieve better value for money, and promote transparency and accountability in procurement practices.

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APPENDIX I QUESTIONNAIRE

DEPARTMENT OF PROCUREMENT AND SUPPLY CHAIN
INSTITUTE OF FINANCE AND MANAGEMENT STUDIES (IFMS)
KWARA STATE POLYTECHNIC, ILORIN KWARA STATE

Dear Respondent,

I'm a final year student of the above named department Kwara state polytechnic Ilorin, conducting a research project "**Evaluation of the use of tenders in a public sector procurement**" the questionnaire was design to collect necessary information from selected staff in the department on the research topic. The information gathered will be used strictly for research purposes and shall be treated as confidential.

Thank you.....

SECTION A: BASIC DEMOGRAPHIC DATA (PLEASE TICK AS APPROPRIATE)

1. GENDER: FEMALE [☐] MALE [☐]
2. Age: 18-20[☐] 25-30 (☐) 31-35[☐] 35 and above [☐]
3. Qualification: ND/NCE [☐] HND/BSC [☐] PHD/PGD/MSc [☐]

4. Marital status: (a) Single [] (b) Engaged [] Married [] (d) Others []

5. Religion: Islam () Christian ()

SECTION B

1. does tendering have a role to play in improving the efficiency and effectiveness of public sector procurement? Yes () No () maybe ()

2. Can the current tendering process or procedures as used by the public sector organization eliminates corruption and build accountability and transparency in public sector? Yes() No() maybe ()

3. Is the officer handling tendering in public sector qualified? Yes() No () maybe()

4. Have there been instances where the lowest bidder is not offered the job in an organization? Yes() No() maybe ()

5. Is tendering widely used in public sector to ensure observation of the principles of public accountability? Yes () No() maybe ()

6. Does ICT application and tender records management influence the performance of public sector? Yes () No () maybe ()

7. Is tendering one of the very first opportunity for the buyer to have full details of the suppliers and for the suppliers to improve their service level? Yes() No () maybe ()

8. Is there a need for effective and efficient use of tendering in public sector procurement? Yes() No () maybe ()

9. Us tendering an effective tools in public sector procurement? Yes () No () maybe ()

10. Is there a need for more empirical studies that investigate the impact of tendering in public sector procurement? Yes () No () maybe ()

11. Is there an effective method public sector adopt in other public procurement? Yes () No () maybe ()

12. Are the officers handling tendering in public sector procurement qualified? Yes () No () maybe ()

13. Does the research give an insight on how tender and public sector contract are

administered and managed? Yes () No () maybe ()

14. Does it helps to provide useful information to the public sector organization? Yes ()
No () maybe ()

15. Does it helps to provide new and in-depth insight as per the weakness and current
tendering and contract practice and procedures? Yes () No() maybe ()

16. Does the extent to which duration taken in tendering influence effectiveness of
tendering process? Yes() No() maybe ()

17. Does it helps to influence how training of employees influence the effectiveness of
tendering process? Yes () No () maybe ()

18. Does it helps to impact poorly managed tendering on the public sector contract
administration and management? Yes () No () maybe ()

19. Does it helps to examine the effect of political corrupt godfatherism and Nigeria
factors in public tendering in public sector? Yes() No () Maybe ()

20. Does it helps to suggest ways of improving public contract management through
efficient and effective tender? Yes () No () maybe ()

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