

Tendering Process and Procurement Performance of Agop at Rerec in Kenya

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Abstract: The study aimed to examine the tendering process and procurement performance of the AGPO programme at REREC, targeting youth, women, and persons with disabilities (PWDs). The specific objectives were to determine the influence of technical capability, information availability, on procurement performance. The study also sought to highlight key drivers of procurement performance and create awareness of AGPO's contribution to empowering special groups. The study was anchored on empowerment theory, supported by institutional theory and the resource-based view. A descriptive research design was adopted. Using stratified random sampling, 150 participants were selected from a population of 1,500. Data were collected through questionnaires, and a pilot study was conducted with 10 randomly chosen employees. Quantitative data were analyzed using SPSS version 27, employing descriptive statistics, correlation, and regression analysis. Tables and figures were used for presentation. The findings revealed a strong positive correlation between the tendering process and procurement performance of AGPO. Technical capability was significantly associated with procurement performance, with changes in capability directly influencing outcomes. Information availability also had a major impact, and variations in access to information explained differences in procurement performance. The study recommended that REREC strengthen accountability and enforcement mechanisms to ensure AGPO achieves its intended goals. It emphasized the need to improve access to tender information, especially for marginalized groups in rural areas who lacked access to government portals and publications. Preferences and reservations under AGPO also required better documentation and understanding. The findings suggested that further research should expand to other industries and assess how public institutions, private firms, and SMEs implement AGPO-related practices. Additionally, knowledge generation and quality management processes should be integrated into both internal and external organizational operations.

Keywords: Technical Capability, Information Availability, Procurement Performance, Tendering Process, Government Procurement Opportunities Programmes.

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I. INTRODUCTION

➤ Background of the Study

Preferential policies in public procurement and gender-based procurement is an international phenomenon. The US government allocates 23% of its yearly half-trillion-dollar spending to SMEs and 5% to women-owned businesses, citing procurement regulations as a tool to address economic marginalization and prejudice. The effectiveness of gender-based government procurement regulations in the US was investigated by Orser et al. (2018). The degree to which certifications are linked to bid success and frequency is determined by empirical research. The findings show that neither bid frequency nor bid success is increased by any of the different certifications. The results support

entrepreneurial feminism and demand that the federal government be held accountable when entering into contracts with supplier businesses founded by women. The results align with the principles of entrepreneurial feminism and advocate for federal responsibility when entering into agreements with supplier businesses controlled by women. It is important to examine how consolidated tenders affect certain SME vendors who have been certified, and procurement staff should be trained on the financial contributions of women-owned firms.

Orser, et al (2021) examined gender-responsive public procurement: methods to assist women-owned businesses in Canada. The investigation looks at two questions: How much do firms owned by women underrepresented among SME

suppliers to the government, and how do different genders perceive different obstacles when it comes to public procurement? In some, but not all, industries, The proportion of women-owned businesses among SME suppliers to the government was low, due to controlling firm and owner attributes. *Ceteris paribus*, the proportion of government suppliers among SMEs owned by women was comparatively lower than that of their male counterparts in the domains of wholesale, retail, and other services. There were no appreciable gender disparities in the SMEs' inclination to provide items to the federal government. The two most commonly mentioned barriers to contracting were "difficulty finding contract opportunities" and "complexity of the contracting process".

Glas and Eßig (2018) investigated the elements that contribute to SMEs supplier' performance in public procurement. The findings included data from a centralized German agency. Dividing tenders into lots is a crucial way to support SMEs owned by women and young people in public procurement. The basic idea is that smaller or more specialised contracts are more frequently given to SMEs. The results show that a larger number of lots in a tender does not considerably increase the success rate of SMEs, and that other criteria, such as the kind of public procurement procedure, the number of participating firms, and the overall tender volume, greatly influence SME success. It is suggested that SME support instruments be implemented cautiously in public legislation, that public procurement policies should be further strengthened academically, and that managers should emphasize that governmental support programmes are not as critical to SMEs' success in public bidding as their competitiveness. These are just a few of the implications for theory and practice.

From a regional perspective: The relationship between public procurement and the competitiveness of women-owned firms was examined by Oluka, Okoche, and Mugurusi (2021) using a structural equation model for gender-responsive procurement in Uganda. All but one of the theories were confirmed. Procurement policy significantly impacted contract management, assessment standards, and above all WOB competitiveness. Evaluation criteria significantly impacted WOB competitiveness during the procurement process, whereas contract management had no statistically significant impact on WOB competitiveness. Therefore, we concluded that, by implementing a gender-responsive procurement policy. When it comes to the competitiveness of WOBs, pre-contract award initiatives like simplifying evaluation criteria to make They find it simpler to obtain contracts for public procurement seem to have a greater influence than post-award contract management measures. This study provides a research-based model that explains how procurement laws support WOB competitiveness in emerging nations. To increase WOBs' competitiveness, the model suggests combining direct regulatory influence with indirect influence from technical capability process interventions.

Knowledge management and entrepreneurial orientations on women-owned SMEs' involvement in public

procurement is investigated by Tukamuhabwa and Namagembe (2023). In addition, the study sought to investigate how entrepreneurial orientation plays a mediating role in the relationship between women-owned SMEs' engagement in South African public procurement and knowledge management orientation, as well as how entrepreneurial orientation influences the latter. It revealed that the the company's look for tender possibilities and the frequency of its bid submissions were both favourably and significantly influenced by entrepreneurial approach and knowledge management. The study found that knowledge management orientation significantly positively impacted commercial alignment. Additionally, The association between knowledge management orientation and the involvement of women-owned SMEs in public procurement was somewhat mediated by entrepreneurial attitude. According to these results, a woman-owned SME may benefit from having both an entrepreneurial and knowledge management focus., firm's search for tender opportunities and frequency of bid submissions. Although the study was quantitative and cross-sectional, it included behavioural components like involvement in public procurement. Furthermore, SMEs are studied holistically, with little respect for the attributes of the industry that the SME is a part of. In developing countries, women own between 30% and 38% of SMEs. Through highlighting the expansion of women-owned SMEs in public procurement, the country's GDP was enhanced and more citizens will enter the workforce as a result of their enhanced employability.

Locally, the Government implemented a preferential procurement policy through the Public Procurement and Disposal Regulations, (Amendment) 2013 which required public entities to reserve 30% of their budget to be reserved for the Youth, Women and PWDs to Access Government Procurement Opportunities (AGPO). These regulations were to give effect to Article 227 of the Constitution (GOK, 2010). The fundamental objective of AGPO is to make it easier for youth, women and PWDs, to participate in and uptake of government procurement opportunities. This is the group of persons anticipated in the Constitution as in need of protection and advancement due to previous discrimination. Accordingly, 30% of all government purchases is required go to businesses owned by youth, women, and PWDs (GOK, 2015). Subsequent circulars and regulations have clarified registration conditions, highlighted reserved categories, allowed contracts to be unbundled, and eliminated the need for bid bonds for this category. According to (PPRA, 2022) report, only 18.86% of the reported cumulative procurement spend by public bodies was reserved for the Youth, Women and PWDs. This is 11.14% short of the statutory requirement. Of this share, women got the biggest share of 61.65%, followed by the Youth at 31.28% and PWDs received the least at 7.07%. Further, the same report, laments that some PEs exhibited no compliance at all.

To promote the involvement of women, youth, and PWDs in tenders designated for them, Kenya established AGPO (GOK, 2015). Overly stringent qualification standards, ambiguous specifications, excessive resource needs, inept officers, waste, fraud, abuse, a lack of openness,

and favoritism are a few of the issues impeding participation in AGPO. PPOA (2016) claims that despite commendable initiatives to enhance their involvement, such as legal changes and the separation of PWDs, their performance falls short of that of other target groups. The government's use of regulation to ensure fairness for the disadvantaged can be linked to the public interest theory of regulation. In terms of government procurement opportunities, "Preference" refers to the ability or right to select a tenderer from a specified target group that is thought to be more desirable than another, and "reservations" refers to the sole right to buy goods, works, and services set aside for a particular target group of tenderers within a specified threshold or region, according to the Public Procurement and Asset Disposal Act, 2015.

The target comprises of women, youths, and PWDs. Gitari & Kabare, (2014) opines that a successful incorporation of the targeted special groups into the economy through public procurement shall see the increase in competitiveness, the decrease of poverty and the creation of a cycle of investment and growth. Wakhungu (2013) states that encouraging regional industry and economic growth is one of the objectives of public procurement. Ancarani (2008) asserts that there are conflicting objectives in public procurement, including efficiency and transparency values as well as broader strategic political aims, performance, and compliance. Industry expansion is one of the tenets that underpin the value-for-money principle, according to Raymond (2018). The ratio of reserved tenders won by AGPO firms owned by women, youth, and people with disabilities to the number of reserved tenders filed within a given time frame was used to gauge how well the tender process performed. It is assumed that the quantity of reserved tenders filed by women, PWDs, and youths indicates their desire to participate, and the quantity of tenders that are awarded shows how well the AGPO performed during the tender process.

Locally; in Kenya Wanyoike (2021) investigated how people with disabilities performed in public procurement tenders and how they bid. The goals were to identify the variables affecting AGPO's bidding procedure and the connection between the bidding procedure and PWDs' performance on tenders. According to the report, PWD enterprises are primarily limited corporations operating in both the retail and wholesale markets. According to the study's findings, the most important factors influencing the tendering process are professionalism, reviews and appeals, supplier payment, tender evaluation, tender awards, and tender paperwork. Additionally, the study found a strong correlation between tender performance and the tendering process. Tender performance is largely determined by supplier payment, bidding, professionalism, evaluations, and appeals only.

➤ *Tendering Process*

To secure the best possible price in a procurement, competitive bidding must meet certain requirements, including the following: Both the buyer and the seller must be able to clearly understand the specifications, and the purchase's monetary value must justify the expense. The

marketplace needs a sufficient number of suppliers; the sellers must be willing to bid competitively; and there must be sufficient time for this kind of purchasing (Githinji & Moronge, 2018). Competitive tendering, in which providers submit written projects to deliver goods, services, and work, is the ideal method, according to Landale, Rendon, and Hawkins (2017). The standard procedure for public procurement in Kenya is open tendering (PPADA, 2015). Githinji and Moronge (2018) distinguish between three general types of government procurement systems: discretionary contracts, designated competitive tendering systems, and open competitive tendering systems, in which bids are solicited from all eligible parties and the lowest-priced bidder is awarded the contract. Competitive tendering procedures including open tendering and restricted tendering, which only accept prequalified vendors, are encouraged by the GPA, claim Nuwagaba, Molokwane, Nduhura, and Tshombe (2021). Invitations to tender for open tenders must be released with information on the specifications, conditions of payment, quantity, delivery date, procurement method, and requirements. The highest-scoring bidders receive contracts based on the evaluation standards outlined in the bid document.

Oluka, Okoche, and Mugurusi (2021) assert that tender management is a fundamental competency and that if the process is mismanaged, it might be expensive for the government. The tender procedure for public procurement is regulated, according to Nuwagaba, Molokwane, Nduhura, and Tshombe (2021), providing details on bidding, advertising, and evaluation according to predetermined standards. Ngure and Simba (2015) claim that bidding procedure makes it easier for special interest organizations to participate in public procurement. Competitive bidding prevents cartels, monopolies, and favouritism. The tender document should include a description of the tender's preferences and reservations (Oluka, Okoche, & Mugurusi, 2021). The reasons for the public's lack of trust in government, according to Nuwagaba, Molokwane, Nduhura, and Tshombe (2021), are as follows: Tender process-related issues include waste, fraud, abuse, low quality, inadequate communication with suppliers, questionable review procedures, unfairness, lack of transparency, underfinancing and prequalification bottlenecks, malpractice, unprofessionalism, gullible committee members, present suppliers, outside influence, and institution size. Additional factors include vendor ploys, poor planning, bad selection, overly extensive documentation, and fruitless bargaining. Other concerns include inadequate specifications, delayed payments, reactive procurement, inability to control the process, and fear of bad press. PPOA (2015) states that PEs struggle to identify bidders who are young, female, or have disabilities.

➤ *Technical Capability*

Ensuring conformity with relevant legal and regulatory frameworks is one of the main requirements for pre-qualification in public procurement. To conduct business within the jurisdiction where the procurement takes place, suppliers must provide proof of their registration and license. Additionally crucial is the confirmation of adherence to

sector-specific criteria, employment laws, tax duties, and environmental restrictions. Pre-qualification procedures usually assess the economic feasibility of suppliers to guarantee their financial stability (Santos & Cabral, 2022). It may be necessary for suppliers to present audited financial statements as proof of their capacity to carry out contractual duties and deliver items in compliance with regulations. To evaluate the supplier's ability to complete the project effectively, financial metrics like liquidity, solvency, profitability, and general financial health are taken into account. Pre-qualification standards also evaluate suppliers' professional and technical skills to see if they are qualified for the procurement process (Flynn & Davis, 2017). It is required of suppliers to present proof of their experience and knowledge in producing comparable goods. This could include references, certificates, and specifics of previous work. The technical capacity evaluation may take into account aspects like production capacities, resource availability systems, research and development capabilities, and conformity to pertinent standards. Additionally, suppliers need to show that they can provide the resources needed for the procurement process. To provide the items as promised entails having sufficient production facilities, tools, and skilled workers. Pre-qualification standards may take into account elements such as raw material availability, production capacity, logistical prowess, and post-purchase support services. Assessing the infrastructure of the supplier guarantees that they can successfully fulfil the requirements of the agreement (Karttunen, et al., 2024). Governments and procuring entities can promote fair competition, streamline procurement procedures, and identify suppliers with the legal, financial, technical, and ethical capabilities to successfully execute contracts by setting minimum eligibility criteria. Following these guidelines improves public procurement of commodities' efficacy, efficiency, and transparency, which eventually serves the interests of the larger public interest as well as the procuring institution. The dimension included process knowledge, capital required, personnel required and technology resources.

➤ *Information Availability*

McCrudden (2019) claims that there is little knowledge available about how public procurement produces social impacts. The PPRA is the organization that runs the Public Procurement Information Portal. According to the website, the PPRA offers the PPIP as "an online platform for the publication of contract awards and tender notices by procuring entities." On the portal, the PPRA specifies that by the fifteenth day of the next month, procurement entities must submit or combine the data monthly. Apart from engaging in procurement as suppliers, certain sector entities are also significantly contributing to replicating the efforts of PPRA via the PPIP by furnishing tender information (Wleh, 2015). According to Wangai (2014), this was accomplished by developing lively websites that offer details on government tenders and other relevant services. Since procuring firms immediately update the government-operated information portal, PPIP, it is advisable to start your search there for any information about government tenders. The government disclaims all liability for any harm that may have resulted from someone relying on inaccurate information found on

unofficial websites. However, these websites run by the private sector are still a helpful fallback if you are unable to locate certain information in the PPIP (Wleh, 2015). They can also notify you of available tenders, which can then be used to access the government portal or get in touch with the procuring entity for further information and verification. Tender Soko and Bunisha are two of the most popular websites run by the private sector. These private sector participants are crucial, not as rivals but rather as essential allies of the government-run platform (PPOA, 2016). The dimension included sensitization programs, main stream media advert and social media.

➤ *Procurement Performance*

Oluka, Okoche, and Mugurusi (2021) claim that local governments' performance monitoring systems are stimulated by value for money. Wanyoike (2021) states that encouraging regional business and economic growth is one of the objectives of public procurement. Ancarani (2018) asserts that public procurement principles of efficiency and openness coexist with competing aims of compliance, performance, and reform as well as more general strategic political goals. According to Raymond (2018) and Chrysostom (2022), industry expansion is one of the tenets that underpin the value-for-money principle. The percentage of submitted reserved tenders to the total number of reserved tenders that a women's, PWD, or youth firm won in AGPO within a given time frame was used to gauge the effectiveness of the tender process. It is assumed that the quantity of reserved tenders filed by women, PWDs, and young people indicates their desire to participate, and the quantity of tenders that are awarded shows how well the AGPO performed during the tender process. Dimension included objective appraisal and percentage of tender awarded and compliance rate.

➤ *Statement of the Problem*

National Treasury's Cabinet Secretary published the Public Procurement (Amendment) Regulations, 2013 that introduced a system of preferences and reservations for the Women, Youth and PWDs in public procurement. Due to their classification as vulnerable groups that are typically disregarded by government initiatives and programs, youth, women, and people with disabilities are less likely to receive skill-building opportunities, increasing their risk of unemployment and being without a source of income should the playing field be left uneven. The Kenya government created the AGPO program in part to offer opportunities to this marginalized group. Legal Notice No. 114 (18 June 2013) formally introduced the expanded preference/reservation rules for women, youth and PWDs, the law provides the legal authority for AGPO-like measures (the 30% target). However, subsequent evidence (2020–2024 reviews and audits) shows the regulations did not automatically translate into inclusive outcomes: the gap lies mostly in implementation design (tender packaging, digital outreach), enforcement/monitoring (disaggregated reporting, sanctions), and complementary supports (capacity building, finance, aggregation). Closing these gaps requires (a) making set-asides operational through lotting and consortia rules, (b) strengthening mandatory reporting and enforcement by PPRA and procuring entities, (c) pairing e-procurement with

targeted outreach and simplified notices, and (d) funding supplier development and short-term finance solutions for AGPO firms (all recommendations that echo the 2020–2024 reviews).

The Public Procurement and Disposal (Preference and Reservations) (Amendment) Regulations, 2013 (Legal Notice No. 114 of 18 June 2013), signed by the Cabinet Secretary for the National Treasury, established a system of preferences and reservations in public procurement. This legal framework gave effect to the Access to Government Procurement Opportunities (AGPO) programme, reserving 30% of government procurement opportunities for youth, women, and persons with disabilities (PWDs). The aim was to correct structural exclusion of these groups, who are often denied skill-building and employment opportunities (Legal Notice No.114, 2013; National Treasury, 2024). Except in cases where the Act permits restricted participation, all bidders ought to engage in the tendering process without any kind of discrimination. Gatare and Shale (2014) claim that PWDs, women, and young people are considered vulnerable groups that are disregarded in government projects and programs. Ngure and Simba (2015) noted that necessary documentation, funding, and information on tender notices were lacking. Public bodies found it frustrating to work with SMEs, as many of them failed to execute on given tenders, according to Njeri and Getuno (2016). Women's, youth, and PWD-owned businesses should get at least 30% of budget allocations from all public organizations. PWDs should receive at least two per cent (2%) of the thirty per cent (30%), but no more than fifty per cent (50%) of the total, according to Procurement Circular No. 1/2014 and Treasury Circular No. 1/2015. PPOA reports show that the AGPO's performance falls short of expectations despite positive bias, such as separation and legal revisions.

Because of the nature of the projects being undertaken at REREC, the tendering process there continues to favour major businesses in the market despite the regulations in place. This is attributed to SMEs owned by special groups having inadequate business infrastructure, suspected corruption, ignorance, lack of feedback, finance, selection criteria, and tendering expenses. Youth's adoption of possibilities is influenced by information availability, financial resources, the legal system, and ethical standards, according to Wleth (2015). Wangai (2014) found that the special group of women, youth, and PWD was less likely to take advantage of tenders due to corruption, lack of information about tenders, unfairness, opaque tendering processes, a lack of feedback, payment delays, a lack of law enforcement, eroded values and norms, unprofessionalism, greed, and abuse of power. These studies have provided both the contextual and empirical gaps that the current study tried to fill the gap by examining technical capability, information availability, resource availability, and ethical issues as the main factors that hinder the procurement performance of AGPO at REREC?

➤ Objectives

- To establish the effects of technical capability on the procurement performance of AGPO at REREC
- To examine the effects of information availability on the procurement performance of AGPO at REREC.

➤ Significance of the Study

In theory, findings and conclusions could be particularly helpful in expanding existing and future organizations' knowledge of the tendering process. Since this study will highlight the importance of the commonly adopted practices used in the procurement performance of AGPO and procurement performance of AGPO, it may also be beneficial to the public and private sectors.

Findings might also be used as a reference by government agencies and academics in their efforts to draft laws that will further the organization's strategic goals. When evaluating the need to address the tendering process in the institution, the findings was important to REREC and other government entities. By investigating the study gaps of the bidding procedure that this study does not address, the study will present significant facts that will serve as an authoritative source for students and scholars who will use this work as the foundation for other research. The function of the procurement department at REREC in general and the desire for its adoption in the tendering process at other institutions will also be discussed by students and academics. Finally, the results will serve as a theoretical guide for the procurement performance of AGPO and related studies. By examining the reports based on the tendering process through the procurement performance of AGPO, the findings will also help practitioners and government entities in policy formation and REREC leadership, and other government institutions, as well as other private organizations, was able to identify a sound tendering process that can help the organization thrive in procurement performance of AGPO.

II. THEORETICAL LITERATURE REVIEW

➤ Empowerment Theory

Empowerment Theory originated in the 1970s–1980s, primarily attributed to Julian Rappaport, but deeply influenced by Paulo Freire's critical pedagogy and expanded by scholars such as Barbara Solomon and Marc Zimmerman. Numerous academic fields have recognized empowerment theory as a key theory. Rappaport (1987) modified Zimmerman's (1984) work for use in community psychology research. Since then, the theory has been incorporated into social studies curricula as a fundamental idea for addressing inequality and working toward a more equitable and better allocation of resources for communities (Perkins & Zimmerman, 1995). The theory defines empowerment as people's capacity to comprehend and exert influence over social, political, economic, and personal forces so they may take steps to improve their situation. It is the procedure by which individuals and groups are granted the ability to take charge of their lives and their surroundings and act in a way that increases control, efficacy, and social justice. Through taking action on issues that they deem significant, it is a

process that empowers people to exercise power in their own lives, communities, and society (Zimmerman, 2000). In fact, the theory's creator, according to Zimmerman (2000), those who feel empowered demonstrate characteristics including high self-esteem, self-efficacy, control over their lives, and greater access to social and civic arenas. Empowerment, broadly speaking, is the process that permits individuals to collaborate with others in order to achieve their main personal objectives, as stated in the paper by Maton and Salem. A formulation like this enables for the examination of the process in a range of communities, organizations, and contexts while suitably emphasizing both individual motivation and group action.

Empowerment Theory emphasizes enabling marginalized groups to gain access to resources, make decisions, and exercise control over opportunities that affect their lives (Rappaport, 1987). In procurement, this translates into designing systems that remove structural barriers and give disadvantaged groups such as women, youth, and persons with disabilities (PWDs) equitable access to government contracts. The AGPO programme in Kenya operationalizes empowerment theory by reserving 30% of public procurement opportunities for these groups. Through preferences and reservations, the government empowers them economically, enabling participation in competitive markets they would otherwise be excluded from. This aligns with empowerment theory's core principle of shifting power and resources toward marginalized populations to reduce dependency and build self-reliance. Furthermore, empowerment in procurement is not just about awarding contracts but also about capacity building, information access, and resource support. By offering training, simplified registration, and financial facilitation, procurement policies reinforce the empowerment process. This ensures that disadvantaged groups are not passive beneficiaries but active participants in shaping economic outcomes, which reflects the theory's focus on both process and outcome. Empowerment Theory provides the conceptual foundation for inclusive procurement policies like AGPO, as it justifies interventions that shift economic power to marginalized groups, enabling them to compete, grow, and influence economic systems.

➤ *Institutional Theory*

Goguen and Burstall came up with this concept in 1984. The strategy highlights the environment of an organization as a crucial component in creating its structure and behavior. Unwanted changes in the corporate environment may force a firm to implement new plans or undergo a revolution. The idea has focused on how the organizational environment shapes the organizational structure and commercial operations. According to institutional theory, organizational results are affected by aspects of society and culture that are regarded as appropriate given the organization's structure rather than being simply directed by well-organized and rational aims. Companies that sell comparable goods are more likely to adjust to the ever-changing needs of their customers by imitating their market leaders, according to the idea, which holds that enterprises become similar as a result of pressure for authenticity (Gauthier, 2013). Furthermore,

the theory emphasizes behaviour, defining formations, practices, and protocols as organizational strategies. Theory provides a context for investigating how businesses engage with their workforces and other stakeholders, as well as how technology might aid in the establishment of that connection over time. The theory can still help modern organizational strategies, methods, and structures, as well as policies.

In some cutthroat and unstable contexts, organizations' relationships with various stakeholders in their environment have an impact on how they decide how employees' careers will grow. In the study, the idea is utilized to describe how social norms and regulations with an impact on performance based on organizational technology can transform an organization. This research adopted this theory to the important areas that influence leadership in creating firm policies, plans, and processes and show how they become embedded as the group interacts with its surroundings, which affects how they operate. Additionally, the variables in this study that are backed by this theory include technical capability, information availability, resource availability, ethical issues, and the procurement performance of AGPO.

In the context of public procurement, Institutional Theory explains why government agencies adopt policies such as the Access to Government Procurement Opportunities (AGPO) programme. For example: Coercive pressures: Laws like the Public Procurement and Asset Disposal Act (PPADA, 2015) and the Public Procurement (Preference and Reservations) Regulations, 2013 compel institutions such as REREC to reserve 30% of procurement opportunities for youth, women, and PWDs. Professional procurement standards and international best practices push organizations to adopt inclusive tendering practices. Agencies may copy successful AGPO implementation strategies from other public bodies to maintain legitimacy and public trust. Thus, Institutional Theory helps explain not only why AGPO exists but also why organizations comply with it to align with government regulations, gain legitimacy, and demonstrate social responsibility, even beyond efficiency considerations. Institutional Theory shows that procurement practices like AGPO are shaped by regulatory mandates, societal expectations, and the need for legitimacy, not just efficiency or cost-saving.

➤ *Resource-Based View Theory*

This theory was devised by Penrose in 1959, but it wasn't until Wernerfelt applied it to the study of economic performance in 1984 that it gained widespread recognition (Kozlenkova et al., 2014). According to Wernerfelt, an organization's profitability and performance are mostly determined by its internal resources. "RBV" generally denotes a worldview centered on resources. Penrose's study from that year (Kozlenkova et al., 2014) is related to this early understanding of the resource-based paradigm. The way resources are decided suggests that the company already uses them internally. The advantages of the RBV perspective were emphasized by Jay Barney, whose work has subsequently become more well-known. He described the essential features of internal resources and how they relate to competitive advantages. According to Kozlenkova et al. (2014), a

corporation can outperform, it has a competitive edge its closest rival in a particular market in terms of economic worth.

He distinguished between a short-term and long-term gain. Not all organizational resources are required, according to Gills, Combs, and Ketchen (2014); instead, they must give the business a competitive edge. The riches of an organization must be difficult to replicate or replace, or transfer before it can start making a profit. The corporation's capacities are not the same as how it uses corporate resources, which are its inventories of readily usable parts (Gills, Combs, & Ketchen, 2014). The elements of the RBV theory that lead to an edge, The qualities and kinds of resources include enhanced performance and competitive advantage (Gillis, et al, 2014). RBV is the utilization of a range of readily available tangible and intangible resources for a company. Any business that wants to turn its organizational strategy into a long-term financial gain needs to have a diverse set of resources. How a company can beat its rivals is made clear by the RBV.

When putting its strategy into practice, the RBV theory prioritizes the organization's internal resources. Supporters of the RBV hypothesis, such as Jensen et al. (2016), assert that repurposing existing resources is better for businesses than attempting to find fresh personnel or resources at every chance. These resources are divided into two groups. In order to optimize profits, the theory states that a business must determine where to deploy its unique resources. One limitation of the RBV theory is that it solely considers the internal environment when attempting to optimize a company's superior performance, even though core resources are important drivers of procurement performance of AGPO (Gillis, Combs, & Ketchen, 2014). RBV's competitive advantage and performance are impacted by its external environment. The truth is that external variables affect a firm's performance in the market equally. External elements that impact a business's operations in the market include taxes, sectoral policies, rules and regulations, and compliance standards. External resources must also be considered when analyzing factors that may impact the strategies it employs. According to theory, it is essential to take into account a firm's internal resources as well as external influences while researching tactics that result in higher performance (Hitt, et al., 2016). RBV remains a fundamental principle that explains how a company can use its resources to improve performance, additionally, the variables in this study that are backed by this theory include technical capability, information availability, resource availability, ethical issues, and the procurement performance of AGPO.

In procurement, this perspective highlights that beyond cost efficiency, organizations benefit strategically by accessing suppliers and resources that enhance capacity, innovation, and reliability. Within the context of the Access to Government Procurement Opportunities (AGPO) programme, the RBV underscores the importance of recognizing youth, women, and PWD-owned enterprises as underutilized but potentially valuable resources in the economy. By creating opportunities for these groups, public procurement not only empowers marginalized suppliers but

also diversifies and strengthens the supply base, builds organizational reputation, and fosters long-term resilience. Thus, RBV links inclusive procurement to strategic advantage, showing that empowering disadvantaged suppliers through AGPO contributes unique and hard-to-replicate resources that improve institutional performance.

III. EMPIRICAL LITERATURE REVIEW

➤ *Technical Capability and Performance*

The possible socioeconomic benefits of supplier diversity were examined by Malcolm, Cairns, and Pouwhare (2023) in their investigation of the function of supplier variety in boosting indigenous entrepreneurship. The knowledge and lessons imparted in this text are derived from the writers' personal experiences and perspectives as supplier diversity practitioners who have developed, expanded, and operated in this industry. Aotearoa is rapidly adopting the worldwide practice of supplier diversity. This is a very useful instrument to support the growth of enterprise, provide benefits directly to families, and establish equity for Maori. Maori people perform the lowest on a number of social and economic well-being indices. Supercharging, the nation's recently established supplier diversity initiative, is one instrument for simultaneously advancing Maori entrepreneurship and socioeconomic fairness. Maori and non-Maori people differ greatly in terms of their social and economic status. Maori have a median net worth that is far lower than that of Europeans in New Zealand (NZ). It's evident that Maori people are not being served by the current structures, and carrying on with "business as usual" is ineffective. Supplier diversity is a very useful instrument that may support the growth of business, provide equity for Maori, and directly benefit whanau (families). A case study was used to investigate a methodological gap found in the study.

Tukamuhabwa and Namagembe (2023) examined how knowledge management and an entrepreneurial mindset play a part, as well as how women-owned SMEs participate in public procurement. In this study, a quantitative, cross-sectional survey approach was used. Data collection was done using the "drop-off pickup" method. Covariance-based structural equation modelling was used to assess the study hypotheses, with a calculated sample size of 123 and an effective sample size of 103 for the women-owned SME enterprises. The results showed that knowledge management and entrepreneurial attitude had a favourable on the firm's ability to find tender opportunities as well as how often it filed bids. Entrepreneurial orientation was significantly positively impacted by knowledge management orientation. The relationship between the approach toward knowledge management and the involvement of women-owned SMEs in public procurement was partially mediated by entrepreneurial orientation, suggesting that both orientations play a role in a woman-owned SME firm's search for tender opportunities and frequency of bid submission. Despite being cross-sectional and quantitative in design, the study examined behavioural aspects including involvement in public procurement. Additionally, a holistic method is used to research the SMEs, ignoring the SME's affiliation with a particular industry.

Oluka, Okoche, and Mugurusi (2021) examine public procurement and the competitiveness of women-owned businesses in order to conduct a SEM for gender-responsive procurement in Uganda. In this study, a cross-sectional survey methodology is used. Quantitative information was gathered in Kampala, the capital city of Uganda, from a sample of 371 respondents who were employed by MDAs as well as a subset of female entrepreneurs. Six theories were developed based on the literature review, and SEM was used to test them. A constructed and presented research model is made. All but one of the theories were confirmed. Procurement policy significantly impacted contract management, assessment standards, and—above all—WOBs' ability to compete. Evaluation criteria significantly impacted WOB competitiveness during the procurement process, whereas contract management had no statistically significant impact on WOB competitiveness. Therefore, we came to the conclusion that, by implementing a gender-responsive procurement policy, public procurement can actually improve women's empowerment. Primarily, pre-contract award initiatives, such as simplifying assessment standards to facilitate WOBs' access to public procurement contracts, appear to have a greater influence on WOBs' competitiveness than post-award contract management interventions. This study provides a research-based model that explains how procurement laws support WOB competitiveness in emerging nations. To increase WOBs' competitiveness, the model suggests combining direct regulatory influence with indirect influence from technical capability process interventions.

➤ *Information Availability and Performance*

Ismail and Changalima (2022) look into how beneficial word-of-mouth (WOM) communications are to SME suppliers who want to bid on public procurement opportunities in Tanzania. The research used cross-sectional data from 214 SMEs in Dodoma City, Tanzania, that supply common-use commodities to government procurement organizations. The indirect effects of WOM message delivery on WOM characteristics and perceived utility were tested using Hayes' PROCESS macro, while the direct correlations between the research variables were assessed using structural equation modelling. Perceived utility of WOM is associated with traits such as expertise differential, trustworthiness, and perceptual homophily. Additionally, The transmission of WOM messages mediates the relationship between WOM attributes and the belief of WOM's worth in increasing public procurement participation. Thus, WOM makes sense in the context of public procurement, when public purchasers act as senders and providers as receivers, as the study's conclusions indicate. While the former provides suppliers with the necessary information to submit to posted public procurement tenders, the latter searches for opportunities for public procurement and takes action on them. The study's cross-sectional design made it difficult to determine if the views that participants had developed over time remained consistent. Additionally, the investigation only took into account suppliers who are parties to framework agreements under the GSA. As a result, the sample was restricted to vendors providing standard commodities to different public entities located in Dodoma City, Tanzania, providing a contextual gap.

Mehrbod, et al. (2018) investigated the application of a semantic product matching technique in open tendering e-marketplaces. A popular method for locating business possibilities in public procurement is to search the tender notices that are posted on websites dedicated to open tendering every day. A data model-based structure and integration of the data are necessary for the majority of semantic matching techniques. However, the process of integration, particularly when integrating data from multiple sources, can be costly and time-consuming. This study applies to the tender search problem a product search technique for matching product e-catalogues that was developed on an e-procurement platform. Two procurement vocabulary were used to search tender announcements from two important tender sources, and the effectiveness of the searches was contrasted. The outcomes of the tests show that the matching mechanism can locate notices of tenders from various categorization systems and heterogeneous resources without converting the notices into a standard data representation.

Flynn and Harris (2022) examined how the media has interacted with public procurement. The process involved looking for news stories about public procurement in the Nexis database, automatically extracting information about the article's length, section, and author, and then manually categorizing each piece according to its theme and industrial context. This resulted in quantifiable measures of the scope and subject matter of press coverage related to public procurement. Between 1985 and 2018, governmental procurement received more press coverage. Socioeconomic policies and governance failures have been the main subjects of coverage. Corruption, favouritism, and supplier misconduct are examples of governance failure that are linked to the outsourcing, professional services, and construction industries. Socioeconomic policy is linked to manufacturing, defence, and agriculture. It includes promoting domestic industry and helping small suppliers. Only UK media were included in the analysis. International comparative study is still necessary, even though the patterns in the scope and concentration of public procurement news coverage are probably indicative of the circumstances in other nations. Government representatives should take the initiative to draw attention to projects that successfully deliver services, achieve value for money, and create social benefit in order to counteract the "negativity bias" that exists in media coverage of public procurement.

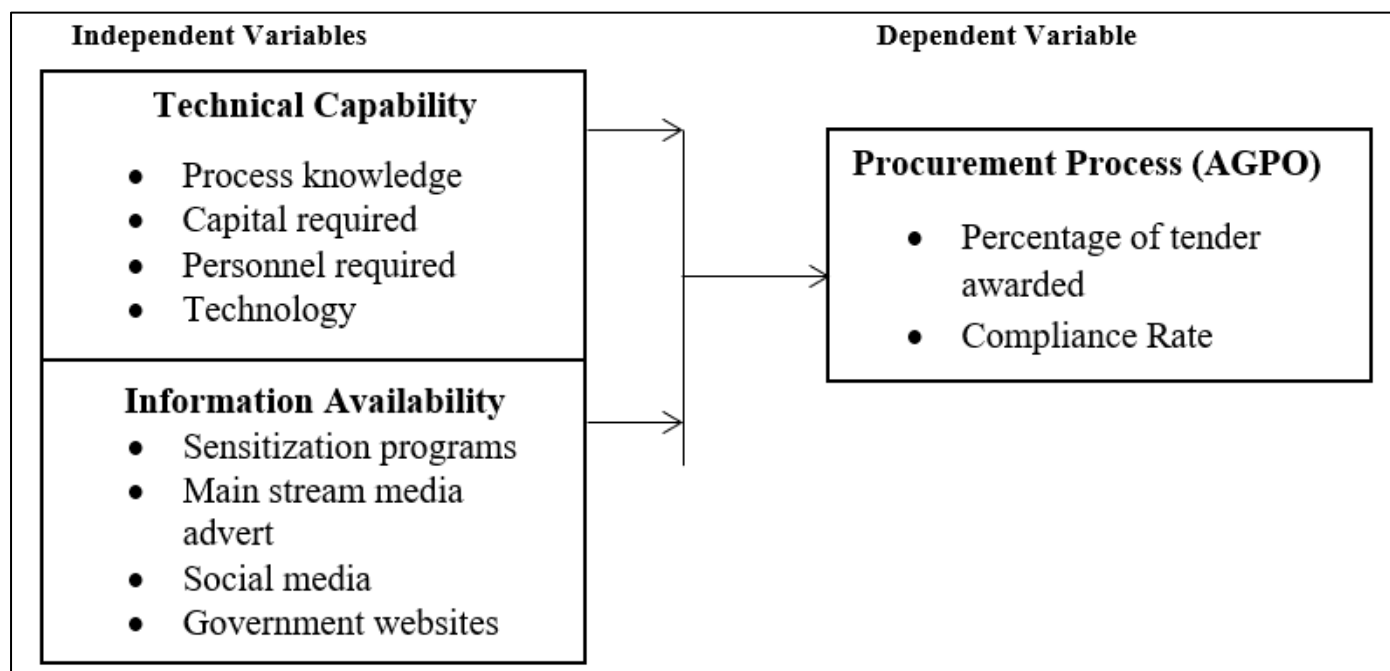
➤ *Conceptual Framework*

Fig 1 Conceptual Framework

➤ *Research Design*

According to Bickman and Rog (2018), describe research design as how research purpose and technique are organized; consequently, a theoretical context that is utilized to carry out the research inquiry. Descriptive design was adopted for this research work, and according to. Because it ensures that the information gathered provides pertinent responses to the research objectives, this design is the ideal one. The design was used to analyze problems or describe the characteristics of the population. One benefit of this approach is that it can assist researchers in organizing and conducting studies that offer a comprehensive understanding of the

subjects, settings, or particular issues (Bickman & Rog, 2018). Research design's primary objective is to transform research questions into a project.

➤ *Target Population*

According to Cooper and Schindler (2018) as the entire group of variables that one intends to generalize from the findings is target population. Saunders, et al (2018), define a population as the whole assembly of factors that the study conclusion should be generalized. As shown in Table 3, the researcher's study population is 1500 participants.

Table 1 Target Population

Unit	Target population	%
Senior Officers	25	2
Middle-Level Officers	300	20
Technical Staff	1175	78
Total	1500	100

➤ *Sample and Sampling Technique*

A sample is described as one that reflects the characteristics of the population by Kothari and Garg (2015). Cooper and Schindler (2018) pointed out that a random study sample size is necessary to avoid biases, stratified random sampling was employed because, as stated by Creswell & Creswell (2018), it is objective and provides every individual with an equal opportunity of getting selected. As the division used to represent a large unit, Yamane formula to arrive at the suitable sample population that was adopted for the final study.

Yamane formula is

$$n = \frac{N}{1+N(e)^2}$$

Whereby: n represents the sample size; N represents the population size while e represents the level of precision. Assuming the following: 95% confidence level and P = 0.05. The study sample size was 150 respondents from the target population at a specific point in time.

➤ *Research Instruments*

According to Bickman and Rog (2018), measurement devices such as surveys, tests, and questionnaires are examples of research tools. Questionnaires served as main

method for gathering data. The questionnaire was used in the study because it has been used by other researchers in the same field of study and is thought to be more accurate, accurate in terms of labour, money, and time, and it helps gather both qualitative and quantitative data in addition to providing more structure than interviews. Thornhill, Lewis, and Saunders (2018). It should be noted that the only drawback of the questionnaire is that it cannot be given to illiterate respondents who are incapable of reading or writing. Despite this, questionnaires are thought to be less expensive data collection tools, and the researcher can collect large volumes of data (Creswell & Creswell, 2018). According to Saunders, et al (2018), the researcher employed questionnaires since they make correlational, descriptive, and inferential statistical analysis possible and easy. These questions also helped to effectively enrich the qualitative methodology (Saunders, Lewis, & Thornhill, 2018).

➤ *Pilot Study*

It is possible to find ambiguous questions and indistinguishable instructions in an instrument by conducting a pilot study (Hamed, 2016). The process aims to ascertain whether the instrument responses provided the necessary feedback to help the study meet its objectives as stated in the methodology. The pilot study's establishment of the validity and reliability of research data collection equipment is another important factor (Cooper & Schindler, 2018). The pilot study was carried out with the participation of 15 employees from KETRACO who was chosen at random from headquarters in Kawi house. The KETRACO has almost similar characteristics to REREC. (justify why KETRACO)

Validity, according to Saunders, Lewis, and Thornhill (2018), is ability of a tool to yield anticipated results. Before the research instrument is given to the sample group, the validity test serves the objective of locating and fixing any problems. This was carried out in the course of piloting the instrument (Saunders, Lewis, & Thornhill, 2018). Determining if the instrument responses supplied the necessary information to support the study in achieving its objectives as specified in the methodology is the aim of the process (Cooper & Schindler, 2018). With assistance from the supervisor and experts in the field, content validity also was used in the study. Face validity was also be used in the study. Face validity is significant because it offers a straightforward way to assess a test's or technique's overall validity. It's a rather simple, quick, and straightforward technique to begin determining whether a new statistic is beneficial immediately away. Schindler and Cooper, (2018)

During the piloting stage, the study also conducted a reliability test. Dependability is described by Saunders, Lewis, and Thornhill (2018) as the ratio used to test the consistency of study questionnaires. Cronbach's alpha coefficient's range needs to be 0 to 1. Scales are considered more dependable when their alpha coefficient values are higher. An acceptable minimum alpha is 0.70 or above. The Cronbach Alpha coefficient of 0.7 was used in the study to assess dependability. According to Kothari and Garg (2015),

If research tools are reliable, they should provide identical results to the pilot study when applied to a larger sample size, as substantiated by Cooper and Schindler (2018).

➤ *Data Analysis and Presentation*

Data analysis, according to Cooper and Schindler (2018), is the process of classifying and organizing unprocessed data that has been gathered using research data collection instruments to extract relevant information. Numerical information and data was analyzed the qualitative data using SPSS. The raw data gathered in the field was coded before the findings are made general. Tables were utilized to present the results once the data has been examined using descriptive statistics. Using inferential statistics, the relationship between the research variables was shown. For the investigation, a Pearson correlation matrix was used. The magnitude and direction of the link between the variables can be predicted and described with the aid of Pearson correlation. There was a correlation test using a 2-tailed test and a 5% level of significance.

➤ *Ethical Consideration*

Bickman and Rog (2018) define ethical consideration as the application of ethics throughout a research project. Prior approval was requested from all potential responders. Additionally, the confidentiality of the data submitted in survey responses was preserved. Participation in the data collection process by respondents was completely voluntary. Furthermore, the research questionnaire did not contain any terminology or questions that were personal, disrespectful, or disparaging.

➤ *Research Findings, Conclusion and Recommendations*

A total of 150 questionnaires were distributed, and 120 were completed, yielding an excellent 80% response rate consistent with Kothari and Garg (2015). A pilot study was conducted to test reliability, and the tool achieved a Cronbach's alpha above 0.7, indicating acceptable dependability (Cooper & Schindler, 2018). Most respondents were male, with 30% aged 36–40, 25% aged 31–35, 16% aged 40–45, 13% aged 26–30, 10% above 46, and 7% aged 18–25, showing a balanced and youthful workforce. In terms of education, 49% held bachelor's degrees, 30% master's degrees, 12% doctorates, and 9% college diplomas, suggesting a well-qualified sample capable of comprehending the research questions. Regarding work experience, 42% had served for six to ten years, 35% for one to five years, 19% for eleven to fifteen years, and 4% for over sixteen years, indicating that most respondents had substantial familiarity with REREC's operation.

Table 2 Technical capability

	SA	A	N	D	SD	Mean	Std.
Participation in the public procurement system is challenging for women, PWDs, and young people due to its complexity, expense, and length	43%	52%	4%	0%	0%	3.30	1.42
Women, PWDs, and young people have embraced government tenders since they are not required to pay tender securities.	54%	40%	6%	0%	0%	4.54	1.55
Women, PWDs, and young people possess the technical abilities needed to take part in REREC tenders..	28%	21%	4%	36%	16%	3.16.	1.76
Women, PWDs, and young people have the necessary human resources to take part in REREC tenders.	43%	51%	3%	3%	0%	4.20	1.16
Women, PWDs, and young people are sufficiently proficient in ICT to understand PPIP.	22%	40%	3%	25%	10%	2.01	1.26
Average						3.25	1.31

The study examined how technical capability affects the procurement performance of the Access to Government Procurement Opportunities (AGPO) program. Findings revealed that 95% of respondents agreed or strongly agreed that public procurement is challenging for women, youth, and persons with disabilities (PWDs) due to its complexity, cost, and lengthy procedures ($M = 3.30$, $SD = 1.42$). However, 94% agreed or strongly agreed that the waiver of tender securities has encouraged their participation ($M = 4.54$, $SD = 1.55$). Regarding capacity, 52% felt that women, youth, and PWDs lacked adequate human resources to engage in tenders ($M = 3.16$, $SD = 1.76$), while 94% believed they possessed

sufficient technical skills to participate ($M = 4.20$, $SD = 1.16$). Overall, technical capability had a mean of 3.25 and SD of 1.31, indicating a significant influence on AGPO's procurement performance. These findings align with prior research by Malcolm et al. (2023), Tukamuhabwa and Namagembe (2023), and Oluka et al. (2021), which emphasize that supplier diversity, knowledge management, and gender-responsive procurement policies enhance participation and competitiveness among marginalized groups. The study concludes that strengthening technical capacity and simplifying procurement processes can further improve AGPO performance and inclusivity.

Table 3 Information availability

	SA	A	N	D	SD	Mean	Stddev
Capacity-building programs on bidding are offered by REREC to empower women, adolescents, and people with disabilities.	51%	40%	7%	2%	0%	2.86	1.37
Due to a lack of knowledge, the majority of women, young people, and PWD entrepreneurs hardly ever engage in government bids.	47%	38%	9%	4%	2%	3.10	1.41
Women, young people, and PWD entrepreneurs are encouraged to engage in REREC's tendering process by raising awareness and providing access to information.	54%	40%	6%	0%	0%	4.54	1.47
The majority of women, young, and disabled entrepreneurs lack sufficient knowledge of procurement terminology and protocols.	55%	40%	3%	2%	0%	4.10	1.64
For particular groups, REREC has made information about tenders easily accessible.	46%	51%	3%	0%	0%	4.22	1.25
Average						3.76	1.42

The study assessed how information availability affects the procurement performance of the AGPO program. Results showed that 91% of respondents agreed or strongly agreed that REREC offers capacity-building programs to empower women, youth, and persons with disabilities ($M = 2.86$, $SD = 1.37$). Additionally, 85% agreed that limited knowledge hinders participation in government tenders ($M = 3.10$, $SD = 1.41$), while 94% confirmed that awareness creation and access to information encourage engagement in REREC tenders ($M = 4.54$, $SD = 1.47$). Similarly, 95% agreed that many special group entrepreneurs lack adequate

understanding of procurement procedures ($M = 4.10$, $SD = 1.64$), and 97% agreed that REREC has made tender information easily accessible ($M = 4.22$, $SD = 1.25$). The overall mean for the information availability variable was 3.76 ($SD = 1.42$), indicating that access to information positively influences AGPO procurement performance. These findings align with prior studies, such as Ismail and Changalima (2022), who emphasized that word-of-mouth information sharing enhances supplier participation in public procurement; Mehrbod et al. (2018), who noted the importance of efficient data integration for tender searches;

and Flynn and Harris (2022), who highlighted the role of proactive information dissemination in promoting transparency and inclusivity. Collectively, the results

underscore that improved information access and awareness initiatives significantly strengthen AGPO participation and procurement outcomes.

Table 4 Procurement performance of AGPO

	SA	A	N	D	SD	Mean	Std.d
In order to improve AGPO performance, bidding procedures are firmly based on strong regulatory frameworks	56%	42%	2%	0%	0%	3.76	1.82
Adequate protocols are put in place to ensure the effectiveness of AGPO tendering processes.	47%	38%	9%	4%	2%	3.10	1.41
The proportion of full AGPO bidders who face numerous obstacles when engaging in public procurement.	52%	38%	4%	4%	2%	3.11	1.41
It has been successful for progressive laws to give women, people with disabilities, and young people access to public procurement	44%	50%	3%	3%	0%	4.20	1.16
The government encourages women's involvement in government tenders by implementing PWD, women, and youth empowerment practices.	40%	58%	2%	0%	0%	4.11	1.63
Average						3.66	1.89

The study evaluated how various factors affect the procurement performance of the Access to Government Procurement Opportunities (AGPO) program at REREC. Results indicated that 96% of respondents agreed or strongly agreed that AGPO bidding procedures are grounded in strong regulatory frameworks ($M = 3.76$, $SD = 1.82$). Similarly, 85% agreed that adequate protocols enhance tendering effectiveness ($M = 3.10$, $SD = 1.41$). However, 90% also acknowledged that many AGPO bidders face multiple obstacles in public procurement ($M = 3.11$, $SD = 1.41$). Moreover, 94% affirmed that progressive laws have successfully increased access for women, youth, and persons with disabilities ($M = 4.20$, $SD = 1.16$), while 98% agreed that government empowerment initiatives encourage their participation ($M = 4.11$, $SD = 1.63$). The overall mean score of 3.66 ($SD = 1.89$) shows that technical capability,

information availability, focus, and ethical issues significantly influence AGPO's procurement performance. These findings are consistent with studies by Orser et al. (2018, 2021), who found that certification alone does not enhance women-owned business participation unless supported by simplified processes and accountability measures, and by Glas and Eßig (2018), who emphasized cautious use of SME support instruments and the importance of competitive capacity over policy dependency. Similarly, Oluka, Okoche, and Mugurusi (2021) noted that gender-responsive procurement policies and evaluation standards improve women-owned business competitiveness. Overall, the study underscores that strengthening regulatory frameworks, reducing procurement barriers, and enhancing inclusivity initiatives are vital for improving AGPO performance.

IV. REGRESSION ANALYSIS RESULTS

Table 5 Model Summary for Technical capability

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642 ^a	.499	.395	.60906

- Predictors: (Constant), Technical Capability**

Table 5 illustrates the relationship between the predictor component, technical capability, and the dependent variable, procurement performance of AGPO. $R^2 = 0.499$ indicates that a shift in technical capability may be responsible for

49.9% of the variation in procurement performance of AGPO, and $R = 0.642$ indicates a strong positive association between technical capability and procurement performance of AGPO. Other factors impact REREC procurement performance of AGPO to the tune of 50.1%.

Table 6 ANOVA^a Results for Technical Capability

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	26.578	1	26.578	75.042	.000 ^b
1 Residual	42.902	136	.375		
Total	69.480	120			

- Dependent Variable: Procurement performance of AGPO
- Predictors: (Constant), Technical capability

Technical capability has a considerable impact on procurement performance of AGPO, as seen by the $F =$

75.042 values in Table 6, demonstrating both the model's good fit to the data and the importance of technical capability in REREC procurement performance of AGPO. Based on a

significance level of 000, which is less than 0.05, the dependent variable is correctly predicted by the regression model.

Table 7 Regression Coefficients^a for Technical Capability

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.095	.431		3.309	.001	.439	1.751
Technical capability	.688	.079	.632	8.668	.000	.531	.845

• *Dependent Variable: Procurement Performance of AGPO*

Table 7 shows how the technical capability of the REREC significantly improves procurement performance of AGPO. The data demonstrate a strong correlation between performance and technical capability; $p = 0.01$ (0.05). Increasing the technical capability method's mean index should enhance procurement performance of AGPO by

68.8%, or .688 units, as the strategy's value is statistically significant ($t = 8.668$, $p.05$). The following is the regression model that explains the findings in Table 7. Technical capability for procurement performance of AGPO is equal to $1.095 + 0.688$. The model demonstrates and clarifies how the technical capability affects REREC procurement performance of AGPO.

Table 8 Model Summary for Information Availability

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.595 ^a	.431	.325	.6427

• *Predictors: (Constant), Information Availability*

Procurement performance of AGPO was the dependent variable, the predictor component, and the information availability in a regression study. A change in information availability of one unit may account for 43.1% of the

variance in procurement performance of AGPO, according to the regression study's results, which show a basic relationship between information availability and procurement performance of AGPO ($R = 0.595$) with an R^2 value of 0.431. Table 15 provides a summary of the results.

Table 9 ANOVA^a Results for Information Availability

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	24.411	1	24.411	56.864	.000 ^b
1 Residual	46.628	136	.484		
Total	70.039	120			

- Dependent Variable: Procurement performance of AGPO
- Predictors: (Constant), Information availability

$F = 56.864$ shows that information availability has a considerable impact on procurement performance of AGPO,

indicating that the model appropriately captures the data and that REREC information availability has a major impact on procurement performance of AGPO. The regression model successfully predicts the dependent variable at a significance level of .000, or less than 0.05.

Table 10 Regression Coefficients^a for Information Availability

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.739	.545		2.873	.000	.669	1.069
Information availability	.644	.186	.476	8.412	.000	.547	.823

• *Dependent Variable: Procurement Performance of AGPO*

The results of the study show that REREC's use of information availability has significantly enhanced procurement performance of AGPO. The results show a significant correlation ($p 0.05$ $P = 0.01$) between information availability and procurement performance of AGPO. Given this, the information availability technique's values are

statistically significant ($t = 7.480$), indicating that performance should improve if the information availability mean index is raised by .644 points. Regression analysis using procurement performance of AGPO as an example yields the following equation: $1.739 + 0.644$ (information availability). The model demonstrates how REREC's procurement performance of AGPO is positively impacted by information availability.

Table 11 Model Summary Multivariate Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648 ^a	.568	.452	.58289

- *Predictors: (Constant), Information Availability and Resource Availability*

Regression analysis was used to predict procurement

performance of AGPO. Table 11 shows that there is a positive correlation between R = 0.648 and R² = .568, indicating that altering any one of the predictor factors may account for 56.8% of the variation in performance of AGPO.

Table 12 ANOVA^a Results for Model Summary

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	32.678	2	8.169	24.210	.000 ^b
1 Residual	37.118	118	.337		
Total	69.796	120			

- Dependent Variable: Procurement performance of AGPO
- Predictors: (Constant), information availability and technical capability

The findings of F = 24.210 demonstrate that the model well describes the data and that quality management system

have a considerable impact on REREC procurement performance of AGPO. These figures show that every predictor variable has a statistically significant impact on procurement performance of AGPO. The dependent variable is substantially predicted by the whole regression model at the level of significance of 0.000, or less than 0.05, according to Table 12.

Table 13 Regression Coefficients^a for Multivariate Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	.564	.367		1.504	.136	.176	1.281
Technical capability	.368	.118	.329	3.027	.003	.123	.592
Information availability	.317	.114	.274	2.697	.008	.081	.532

- *Dependent Variable: Procurement Performance of AGPO*

The study's findings show that predictor factors significantly improve the procurement performance of AGPO of REREC. (p = 0.05; P = 0.01) The numbers show a direct link between effective procurement performance of AGPO. Consequently, at p.05, the predictor variable values are statistically significant, meaning that increasing procurement performance of AGPO should be the mean index of predictive dynamics. Table 13 provides a summary of the findings.

procurement performance of AGPO, suggesting that variations in information availability may be the cause of procurement performance of AGPO variations. The results of the study show that REREC information availability has a major impact on procurement performance of AGPO, proving that the regression model accurately accounts for tendering process and that information availability plays a major role in the company's procurement performance of AGPO process.

V. CONCLUSION

The predictor factors have a positive and significant impact on REREC procurement performance of AGPO. The results show a strong correlation between procurement performance of AGPO and tendering process. Consequently, as the predictor variables' values are statistically significant with p.05, an increase in their mean index should improve procurement performance of AGPO. Technical capability and procurement performance of AGPO are significantly positively correlated, according to the regression analysis, and shifts in technical capability can be linked to variations in procurement performance of AGPO. The results of the study show that customer attention significantly affects REREC procurement performance of AGPO and that the regression model accurately accounts for tendering process. Procurement performance of AGPO is greatly impacted by technical capability. Regression analysis reveals a strong positive relationship between information availability and

RECOMMENDATIONS

Grounded in Empowerment Theory, Institutional Theory, and the Resource-Based View (RBV), this study recommends several actions to strengthen AGPO implementation at REREC. From an institutional perspective, REREC should reinforce monitoring and accountability by establishing a digital reporting system that tracks AGPO participation and outcomes, beginning with staff training and template development within six months, followed by quarterly performance publications within the first year. Drawing on empowerment theory, improving access to information is critical; thus, tender opportunities should be communicated through SMS alerts, radio, and county offices, with outreach mechanisms launched within the first three months and reviewed quarterly. In line with the RBV, supplier knowledge and skills should be treated as strategic resources, and REREC should roll out structured training on tendering and contract management within 6–18 months,

with a long-term goal of creating a supplier development academy within three years. Financial inclusion must also be prioritized, as empowerment depends on timely access to capital; therefore, REREC should implement fast-track payment systems within six months and formalize bank partnerships for tailored AGPO credit schemes within a year. To level the playing field, large projects should be unbundled into smaller lots and joint ventures encouraged, with tender documents revised within six months and impact evaluations conducted after two to three years. Finally, consistent with institutional theory, REREC should curb corruption and nepotism by launching a whistleblowing hotline within three months and publishing biannual audit reports on AGPO compliance within a year. Collectively, these actions would not only enhance AGPO's impact but also ensure inclusivity, legitimacy, and long-term competitiveness in procurement.

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