Journal of Policy and Leadership (JPL)
Vol. 11 Issue 2, January-June, 2025
https://jpl.mzumbe.ac.tz
DOI: 10.1234/jpl.2025.001
Published by the School of Public Administration and Management, Mzumbe University

What Barrier Gives Rise to the Public Procurement E-Tendering Procedures Used in Tanzania's Morogoro Region

Efrem Prosper Assey

School of Business P.O.Box 6, Morogoro, Tanzania
Department of Procurement and Logistics Management, Mzumbe University, Tanzania

Correspondence: efrem.assey@mu.ac.tz

ABSTRACT

The purpose of this study is to evaluate the obstacles in Tanzania's Morogoro Region's public procurement e-tendering procedures. The study examined three specific procurement entities using a descriptive research design. The sample consisted of 101 responders. Questionnaires and in-person interviews were the two primary techniques used to collect data. The investigation included both qualitative and quantitative data. The data were then shown in mean and standard deviation tables.

According to the study's findings, e-tendering procedures, which include e-advertising, e-tender evaluation, e-award of tender, and e-opening of tender, improve cost savings, cash flow, competitiveness, accessibility, and the procurement process's ability to manage time. These procedures also reduce holding and ordering costs. The results of this study cannot be applied to other areas because it was limited to Morogoro, and only two districts were studied. Furthermore, the government and relevant agencies should implement a cooperative policy to establish equivalent mechanisms for tender selection and issuance. According to government Notice (GN) number 446 of 2013 (Public Procurement Regulations), this study demonstrates how Information and Communication Technology (ICT) is utilised in contract awards, tender invitation publications, application submissions, and the publication of selection and award criteria.

Article Info:

Received: 12/10/2024
Accepted: 15/05/2025
Published: 30/06/2025

Keywords: *E-tendering practices, NeST, Procurement Performance, Public Procurement Performance*

How to cite: Assey, P.E. (2025). What Barrier Gives Rise to the Public Procurement E-Tendering Procedures Used in Tanzania's Morogoro Region? *Journal of Policy and Leadership (JPL)*. 11(1) 88-106

INTRODUCTION

It is now globally necessary to implement electronic procurement (e-procurement) systems to improve the cost-effectiveness, efficiency, and transparency of public procurement procedures (Afobi, Ibelm, & Aduwo, 2020; Kissi, Osei Tutu, & Osei Tutu, 2019). The Tanzanian government introduced the National e-Procurement System of Tanzania (NeST) as part of its digital transformation plan for public procurement. However, even with these technological developments, numerous obstacles remain to be overcome before e-tendering systems can be effectively utilised and implemented, particularly in areas like Morogoro. This study examines the obstacles that hinder the Morogoro region of Tanzania from effectively adopting and utilising e-tendering procedures in public procurement. Evidence suggests that ongoing implementation issues persist despite the government's efforts to enforce digital procurement appeals nationwide.

The Public Procurement Act Amendments of 2023 and the 2024 Public Procurement Appeals Regulations, which require all bidders and procurement entities to conduct their operations solely through the NeST platform, have significantly changed Tanzania's public procurement environment in recent years. The NeST system is designed to support all aspects of e-procurement, including e-tendering, e-registration, e-contract administration, e-payment, e-catalogue, and e-auction features (Schoenherr *et al*., 2019; Harelimana, 2018).

The regional implementation of these digital efforts has been uneven despite representing significant progress (Atolabi & Oluwanmi, 2019; Musyoki, 2019). The adoption of e-procurement continues to face obstacles, according to data from Morogoro Municipal, particularly among organisations such as Tanzania Prisons. According to research, users' perceptions of Tanzanian public institutions' implementation of e-procurement reveal serious issues with technology infrastructure, such as internet reliability, software support, and hardware availability (Ngeno & Kinoti, 2017; Kissi, Osei-Tutu, & Osei-Tutu, 2019). Furthermore, although many recognise advantages such as reduced paperwork and increased productivity, perspectives on how well the system works to cut lead times and combat corruption differ, with security remaining a crucial concern.

An especially intriguing case study is the Morogoro region, which is home to important infrastructural and agricultural projects that could benefit from effective procurement procedures, such as the massive irrigation system project at Mbigiri. However, the region's features, such as its rural-urban divide, lack of infrastructure, and concentration of government institutions like prisons and agricultural projects, might make e-tendering adoption more difficult than in Tanzania's more urbanised areas (PeiLim, 2020; Kovalchuk & Kenny, 2019).

The Morogoro region has yet to fully utilise e-tendering procedures despite the Tanzanian government's significant investments in digital procurement infrastructure and the legal requirement for the exclusive use of the NeST system (Schoenherz Schoenherr et al., 2019). According to preliminary data, several obstacles may exist, including restrictions on technology infrastructure, security issues, differing opinions about efficacy, and even resistance to change among procurement professionals (Al-Yahya, Skitmore, & Bridge, 2018).

As demonstrated by PPRA research on the Price Adjustment Formula, which showed that inappropriate use resulted in considerable fiscal leakages, the government has suffered enormous financial losses as a result of faulty procurement method implementation. Although these results were not unique to e-procurement, they do draw attention to the broader implementation issues with procurement systems that could impact the adoption of e-tendering (Al-Yahya, Skitmore, & Bridge, 2018). Furthermore, there is a strong economic case for removing obstacles to the successful deployment of e-procurement since the government has saved more than Sh543.03 billion through procurement initiatives.

The purpose of this study is to identify and examine the specific obstacles preventing the Morogoro region's public procurement from effectively utilising e-tendering processes. To provide focused solutions that enhance the adoption of e-procurement in line with Tanzania's digital transformation objectives, the study will examine the organisational, technological, human resource, and regulatory factors that contribute to these challenges. The results will be especially pertinent as Tanzania works to ensure that areas like Morogoro are not left behind in this crucial area of public sector modernisation by implementing digital procurement appeals and procedures nationally.

Uses of E-tendering on Procurement Performance

Studies conducted in Tanzania have demonstrated that e-tendering enhances the cost-effectiveness, efficiency, and transparency of public entities. For example, Mwalukasa (2023) found that e-contracting, e-sourcing, and e-evaluation had a favourable and significant impact on the performance of public organisations, suggesting that e-tendering enhances procurement outcomes. The significance of safe and effective tendering procedures was also highlighted by Isango (2024), who found that e-tendering was the most crucial element in enhancing organisational performance at the National Housing Corporation. By providing a digital record of every procurement activity, e-tendering technologies reduce the likelihood of corruption and ensure that procurement procedures are transparent and auditable. This openness improves the integrity of procurement processes and builds stakeholder trust. Improving efficiency and reducing procurement cycle times are two other notable advantages (Marcilianus, 2023). E-tendering

reduces manual interventions by automating procurement procedures, which speeds up decision-making and tender processing. In addition to shortening procurement deadlines, this efficiency eases administrative workloads, freeing up procurement specialists to concentrate on strategic tasks. Another big benefit of e-tendering is cost reduction. Lower operating expenses resulting from the automation and digitisation of procurement procedures, which eliminate the need for manual labour and physical documents (Saad, 2024). Furthermore, the greater competitiveness of e-tendering platforms frequently leads to more affordable prices from suppliers, which in turn reduces procurement expenses.

Additionally, by giving suppliers a simpler and easier way to participate in procurement opportunities, e-tendering increases supplier engagement. This inclusiveness encourages variety and innovation in the supply chain while also expanding the pool of potential suppliers (Sunmola & Shehu, 2025). Because e-tendering platforms are digital, real-time feedback and communication are possible, which enhances supplier relationships and teamwork. E-tendering has played a significant role in bringing procurement procedures into compliance with legal requirements and guidelines in the public procurement sector. E-tendering platforms' regulated and structured procedures ensure adherence to procurement laws, reducing the likelihood of non-compliance and the associated fines. Maintaining the legitimacy and legality of procurement operations depends on this compliance.

In conclusion, by increasing transparency, efficiency, cost-effectiveness, supplier engagement, and regulatory compliance, the adoption of e-tendering has yielded notable improvements in procurement performance. These benefits underscore how e-tendering has revolutionised procurement procedures and established it as a vital component of contemporary procurement plans.

LITERATURE REVIEW

E-Tendering as a Tool for Efficiency and Transparency

Amani and Chika (2017) identified inefficiencies in traditional tendering and bid selection processes as major obstacles in public procurement. Their study highlighted the incomplete implementation of Tanzania's National e-Procurement System (TANePS) and recommended the adoption of e-tendering to enhance fairness, competitiveness, and transparency in the procurement process. The researchers concluded that digital procurement systems can significantly influence organisational culture by promoting efficiency and accountability. Further reinforcing this perspective, Al-Yahya, Skitmore, and Bridge (2018) examined e-tendering in public construction contracts, finding that it reduces project timelines, mitigates bidder risks, and improves overall transparency. Similarly, Herman and

Yohannis (2018) highlighted how e-tendering enhances contractor and consultant performance by ensuring adherence to procurement regulations, thereby increasing its adoption in the construction sector.

Through process improvement and automation, e-tendering solutions significantly increase procurement efficiency. Conventional tendering techniques often involve time-consuming, labour-intensive, and error-prone manual procedures. On the other hand, e-tendering platforms significantly reduce administrative burdens by automating crucial processes, including bid submissions, evaluations, and communications (Saad, 2024). Because e-tendering is digital, it eliminates time-consuming processes such as mailing, managing physical documents, and manually entering data, freeing up procurement teams to focus on strategic rather than administrative tasks. Processing times for traditional and e-tendering techniques varied significantly, according to comparative research. By allowing bids to be filed online instantly rather than needing physical delivery, e-tendering can reduce submission times by half. Digital procedures and automated notifications speed up the entire procurement process, from publishing the proposal to awarding the contract. For example, companies have been able to cut their time-to-procure cycle by up to 60% thanks to Tactica's e-tendering system.

Through improved competitiveness and vendor management, e-tendering also increases efficiency. Due to logistical or geographic limitations, small and medium-sized businesses (SMEs) that may have been previously excluded from traditional processes can now access a broader pool of suppliers through digital platforms (Sunmola & Shehu, 2025). Better pricing and higher-quality offers are driven by this increased competition, which further improves procurement efficiency. 9. E-tendering systems' consolidated vendor databases provide continuous performance evaluation and the development of preferred supplier pools, which expedites subsequent procurement processes. Procurement has become a data-driven process because of the powerful analytics and reporting features included in contemporary e-tendering platforms. By utilising these technologies, businesses can track key performance metrics, assess supplier performance, and pinpoint market trends over time. Real-time data availability enables better decision-making and faster responses to market shifts.

Barriers to E-Tendering Adoption

Despite its advantages, several challenges hinder the widespread implementation of e-tendering. Yusuph-Amuda and Gunatilake (2019) categorised these barriers into internal factors (firm size, legal safeguards, and lack of standardisation), external factors (ICT infrastructure, government policies, and market competition), and workforce IT

competency. Their findings suggest that addressing these issues is crucial for the successful adoption of e-tendering, urging policymakers to develop targeted strategies to support this process.

Due to the digital divide, suppliers in rural or remote locations may struggle to participate because they lack the necessary technology, software, or internet connectivity to utilise e-tendering platforms effectively (Mwalukasa, 2023). System interoperability is another technical issue; many firms struggle to integrate e-tendering platforms with their existing enterprise resource planning (ERP) systems and other business applications. Another major concern is data security flaws, as e-tendering systems' centralised databases are vulnerable to hacker attacks and data manipulation. Boateng and Simons (2021) echoed these concerns, acknowledging that while e-tendering is globally recognised as a faster and more efficient alternative to paper-based procurement, institutional and technological barriers persist. Hassan and Adon (2018) also emphasised the role of regulated e-tendering in enforcing procurement policies, demonstrating its potential to standardise and streamline bidding processes.

Across sectors and geographical areas, resistance to change is a recurring obstacle, with many procurement experts and organisations being unwilling to give up their accustomed paper-based procedures. Employees who are required to use e-tendering systems frequently exhibit resistance due to a lack of technical expertise and digital literacy (Boateng & Simons, 2021). Many stakeholders remain unfamiliar with e-tendering procedures, and the construction sector, in particular, has been shown to lag in embracing digital technologies.

Effective implementation is hindered by a skills gap resulting from a shortage of properly qualified staff. "Inadequate technical/ICT-skilled personnel" is one of the main obstacles to the implementation of e-tendering, according to several studies. The high investment costs of implementing an e-tendering system, which include not only software purchase but also training costs and organisational change management initiatives, exacerbate this difficulty. Even while e-tendering has the potential to save money over time, many organisations, particularly small and medium-sized businesses (Hassan & Adon, 2018).

A major obstacle to the widespread implementation of e-tendering is the lack of enabling legal structures. There is ambiguity over the legality of e-tendering procedures because many jurisdictions lack legislation that acknowledges or enforces electronic contracts and signatures. 13. Complicated or inconsistent procurement laws that have not been modified for online procedures might be confusing and ineffective, which may deter businesses from using e-tendering platforms. Even if e-tendering has many advantages, there are significant technological obstacles to its implementation, especially in developing nations and certain sectors, such as construction. According to a thorough

analysis of the use of e-tendering in the construction sector, eight main obstacles are identified across all six areas. Among these, poor internet and ICT infrastructure are significant barriers, particularly in areas with unreliable electricity (Isango, 2024).

Performance and Anti-Corruption Benefits of E-Tendering

Sunmola and Shehu (2020) analysed the operational benefits of e-tendering, noting its ability to facilitate electronic submissions, reduce costs, and minimise waste. Gichuhi and Waguru (2020) expanded on this, demonstrating that e-tendering improves procurement performance through faster lead times, better quality sourcing, and cost efficiency. Their study also highlighted enhanced communication and digital contract management as key advantages.

Delima and Dachyar (2020) explored the role of e-tendering in combating corruption, proposing an Anti-Corruption SMART Tool integrated into Electronic Procurement Systems (EPS). Their research found that e-tendering enhances transparency and accountability, reducing opportunities for fraud. Eshitoli (2016) supported these findings, demonstrating that e-procurement reduces costs, shortens cycle times, and prevents unauthorised purchases. Smaller businesses that might have been shut out of old networks of favouritism especially benefit from e-tendering, which helps level the playing field for all bids. E-tendering reduces information asymmetries that often disadvantage some bidders by providing equal access to tender information and submission methods. Additionally, suppliers from other locations can join thanks to digital platforms, which eliminate the need for physical proximity to the purchasing organisation (Delima & Dachyar, 2020).

In the fight against systemic corruption, this democratising effect is especially beneficial. E-tendering "opens the door to a wider range of suppliers to compete," according to one analysis, including small and medium-sized businesses that could otherwise be excluded from traditional processes controlled by established firms. Awards are given based on merit rather than connections or unethical inducements, thanks to established procedures and impartial evaluation standards that limit the discretion that may be abused for corrupt ends (Delima & Dachyar, 2020). This ultimately creates a procurement ecosystem that is more transparent and competitive, making it more difficult for corruption to thrive.

Cost Efficiency and Process Optimisation

PeiLim (2020) emphasised the role of e-tendering in reducing operational expenses by minimising paperwork, improving cash flow, and ensuring compliance with legal frameworks. Their study also noted its impact on shortening tender cycles and enhancing time management in procurement processes. Collectively, these studies underscore e-tendering as a transformative mechanism in public procurement, offering improvements in efficiency, cost reduction, transparency, and anti-corruption measures. However, successful implementation requires addressing infrastructural, regulatory, and skill-based barriers. Policymakers and industry stakeholders must work together to maximise the benefits of e-tendering in modern procurement systems.

The research suggests a staged strategy that considers both technological and human factors for firms considering the implementation of e-tendering. To overcome resistance to change and develop digital skills, investments in technology must be paired with extensive training programs (Eshitoli, 2016). Choosing platforms with easy-to-use interfaces helps facilitate the shift for suppliers and procurement experts alike. Clear implementation roadmaps, including pilot testing, feedback systems, and continuous improvement procedures, should also be created by organisations.

At the policy level, governments can play a crucial role in promoting the adoption of e-tendering through legal and regulatory reforms that recognise electronic procurement processes. Public sector mandates for e-tendering use, combined with support for digital infrastructure development, can drive widespread adoption (PeiLim, 2020). International organisations and development agencies might consider technical assistance programs to help developing countries overcome implementation barriers. Ultimately, e-tendering is a transformative tool for procurement reform supported by robust empirical evidence. Despite obstacles, the advantages in terms of effectiveness, openness, and reduced corruption create a strong case for ongoing funding and innovation in this crucial field of organisational management. E-tendering has the potential to become the worldwide norm for equitable, effective, and responsible procurement procedures as technology develops and use grows.

METHODOLOGY

Study Design

Both qualitative and quantitative research designs were used in the study. The design was chosen in particular because it may produce qualitative data by characterising the respondents' opinions. Additional data was collected quantitatively and subsequently subjected to statistical analysis. The researcher was able to cross-check and evaluate the data gathered using both methods (Synder, 2019). A mixed-methods approach was deemed significant for this investigation, as it improved the validity of the results. To ensure data validity and reliability, Snyder (2019) contended that a mixed strategy enables the researcher to triangulate the study data. Selecting a research design is deciding the methods or guidelines the researcher will adhere to in order to provide precise, impartial, and cost-effective answers to research questions.

Population and Sample

One hundred thirty-five responders from particular departments (Procurement and Management Unit, Supplies, Finance, Information and Communication Technology, and User Department) were the study's target population. According to Smyth (2020), it refers to all objects or individuals that are being examined in any subject of study. The degree of information richness in a collection of contacts determines whether or not it is chosen over others. The population that is most involved in directing and influencing the research was the focus of the study. Additionally, the sample consisted of 101 responders. The following formula was utilised to determine the study's sample size.

$$n = \frac{N}{1 + N.(e2)}$$

$$Where;$$

$$N = \ Population\ size \ = \ 135$$

$$n = Sample\ size \ =?$$

$$e = Level\ of\ precision = \ 5\% = 0.05$$

$$n = \frac{135}{1 + (135).(0.0025)}$$

$$n = \frac{135}{1 + 0.3375}$$

$$n = Sample\ size \ = \ 101$$

Therefore, the sample size consisted of 101 respondents, which was sufficient to meet the study's objectives.

Data Collection Methods

Data from important departments, including the Procurement and Management Unit, Supplies, Finance, Information and Communication Technology, and User Department, were gathered using this method. Key personnel from various departments were included in the questionnaire, which was administered to respondents who read, understood, and wrote their responses in the designated area. Through in-person interviews, opinions were also gathered from four (4) respondents who were purposefully chosen from a variety of departments, including the departments of supplies, finance, information and communication technology, procurement and management, and users. The study employed both methods to build relationships and maximise collaboration with respondents, thereby obtaining accurate information.

Data Analysis Methods

Both qualitative and quantitative methods are used in this paper. The factual and rational comprehension of the research findings is a component of the qualitative approach. Due to the qualitative nature of the study, content analysis was conducted on the collected data. To determine the relationship between the dependent variable and the magnitude of the independent variable, the researcher employed inferential analysis, specifically a regression model, on the quantitative data. Descriptive statistics are used to measure central tendency, such as the mean and standard deviation, and to determine the frequency of inquiries being answered.

RESULTS AND DISCUSSION

Results

E-tendering Practices and Performance of Public Procurement

Table 1: Descriptive analysis of the e-tendering practices and performance of public procurement

Statements	*N*	*Mean*	*Std. Deviation*
The procuring entities enhanced paperwork reduction.	101	2.4950	.92130
Allowed submission of the tender document.	101	2.3069	1.07391
Reduced paperwork	101	2.2475	1.16244
E-tendering has significantly shortened the tender cycle time.	101	2.2079	.91897
E-tendering has made it possible to invite the public to submit bid documents at any time.	101	2.1980	.61776

E-tendering has improved the choice of suppliers by advancing the specification of bid performance.	101	2.1881	1.00610
The Procuring entities enhanced the accuracy and integrity of the procurement process.	101	2.1584	.75706
The usage of TANePS enhanced accuracy	101	2.1386	.92868
Enhanced transparency in the procurement process.	101	2.1089	.82442
E-tendering enhances cost savings.	101	1.9505	.78216
Reduced costs associated with the tendering process.	101	1.8911	.86908
E-tendering practices enhanced cash flow in our procuring entities.	101	1.7723	.87183

Source: Field Data (2025)

According to the results in Table 1, the respondents' assertion that e-tendering procedures had reduced paperwork was supported by a mean of 2.4950 (SD 0.92130). Additionally, all respondents agreed that e-tendering procedures facilitate the filing of tender documents (Mean 2.3069; SD 1.07391). Additionally, e-tendering procedures decreased the amount of paperwork (Mean 2.2475; SD 1.16244), shortened the time it took to complete the tendering process (Mean 2.2079; SD 0.91897), and improved the timely submission of bid documents (Mean 2.1980; SD 61776). E-tendering procedures increased the accuracy and integrity of the procurement process, as evidenced by a mean of 2.1584 (SD 0.75706), and improved supplier selection, as supported by a mean of 2.1881 (SD 1.00610).

Furthermore, the respondents agreed that e-tendering practices improved cost savings (Mean 1.9505; SD 0.78216), increased transparency (Mean 2.1089; SD 0.82442), and reduced the cost of the tendering process (Mean 1.8911; SD 0.86908). Additionally, the respondents supported the idea that e-tendering practices improved accuracy (Mean 2.1386; SD 0.92868). Finally, the improved cash flow resulting from e-tendering methods was substantiated by a mean of 1.7723 (SD 0.87183). This suggests that the use of e-tendering procedures enhanced procurement performance. This supports several other studies carried out in developing nations, such as the one by PeiLim (2020), who found that e-tendering procedures significantly contribute to increased cost reductions.

Due to its numerous advantages, including increased efficiency, lower operating costs, reduced paperwork, improved cash flow, lower ordering and holding costs, and more, e-tendering is a significant force behind the procurement process. To ensure that a company is efficient in its procurement process and that information is accessible, Gichuhi and Waguru (2020) argue that e-tendering enhances communication within the procurement process. Procurement specialists may also create comprehensive tender contracts, disseminate tender reports, and award tenders online, thanks to e-tendering. Furthermore, Eshitoli (2016) asserts that the use of IT solutions and the adoption of e-tendering

have improved procurement procedures, as e-tendering offers significant advantages over traditional supply chain management, including reduced procurement costs, faster cycle times, decreased unauthorised purchasing, and the integration of procurement functions.

Table 2: Correlation analysis

		Performance of Public Procurement
E-tendering practices	Pearson Correlation	.805 0.00
	Sig. (2-tailed)	
	N	101

Source: Field Data (2025)

According to the correlation study results, e-tendering and public procurement performance exhibit a substantial positive correlation in a sample of 101 respondents ($r = 0.805$, $p = 0.000$), as shown in the table above.

Regression analysis

Table 3: Coefficients analysis

Coefficients								
Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.176	.084		-2.087	.040		
	e-tendering practices x_1	.335	.053	.337	6.276	.000	.603	1.659

Source: Field Data (2025)

Furthermore, when all other independent variables are held constant, the dependent variable's variation with an independent variable is precisely determined by the unstandardised coefficients used to create the equation from Table 3. Therefore, procurement performance improved by 0.335 for every unit change in e-tendering procedures held constant. This suggests that every predictor variable in the model has a purpose. The established regression model equation is Y (public procurement performance) = 0.335 (e-tendering procedures) X, which is also based on the results from Table 3 above. The multicollinearity value in the column is larger than 10 (VIF<5), according to the findings. However, tolerance >0.1 is shown by the value in the tolerance column. Therefore, the fact that the tolerance is greater than 0.1 and the VIF is less than 5 suggests that multicollinearity is not an issue.

Discussion

The outcomes confirmed that the use of e-tendering methods enhanced public procurement performance. Additionally, most survey participants strongly agreed that using e-tendering procedures enhanced public procurement performance, as measured by metrics such as cash flow, accuracy and integrity, tendering cycle speed, and reduction of paperwork. Additionally, a correlation analysis of a sample of 101 respondents revealed a significant positive link between public procurement performance and e-tendering methods ($r = 0.805$, $p = 0.000$). Additionally, the study confirmed that e-tendering practices significantly affect public procurement performance among procuring entities ($p = .000$) $< .05$), suggesting that e-tendering practices in Tanzania have a major impact on public procurement performance. The findings also support this objective by showing that public procurement performance will improve by 0.335 for every unit change in e-tendering procedures while keeping all other factors unchanged.

Empirically, e-tendering procedures have a significant impact on the effectiveness of public procurement. Additionally, the findings supported Kennedy's (2017) study, which found that procurement performance is significantly impacted by e-tendering processes based on characteristics such as e-opening, e-evaluation, and e-contracting. Furthermore, because e-tendering methods facilitate online documentation, they have been shown to enhance public procurement performance (Cuomo & Mackey, 2020). Through interviews, a respondent stated that:

> The successful implementation of the NeST, enabled by procurement techniques such as online tendering, results in reduced transaction costs, increased transparency, less paperwork, a shorter tender cycle time, and a decrease in fraud and corruption, all of which improve public procurement performance." (Respondent 2, 2025).

Moreover, it has been discovered that e-tendering greatly increases the cost-effectiveness, operational efficiency, and transparency of procurement procedures. For instance, Mwalukasa (2023) demonstrated that reducing cycle durations and the administrative burden has a favourable effect on the performance of Tanzanian public organisations through the e-sourcing, e-evaluation, and e-contracting elements of e-procurement. By encouraging accountability and reducing fraudulent activities through automated and transparent systems, e-tendering also enhances organisational performance, according to Isango (2024).

These findings confirm that e-tendering not only streamlines procurement activities but also supports compliance, equity, and strategic sourcing, ultimately boosting overall procurement performance. In Kenya, Omiti and Juma (2024) found that the adoption of e-tendering in county governments led to enhanced efficiency and service delivery by

simplifying bid evaluation and improving supplier access. This transition, similar to Jordan's successful transition to a fully digital tendering system (JONEPS), enhanced transparency and value for money in government contracts.

CONCLUSION AND RECOMMENDATIONS

Conclusion

This study aimed to investigate the obstacles affecting the e-tendering practices for public procurement in the Morogoro Region of Tanzania and their efficacy. Although e-tendering platforms like NeST have considerable potential to enhance accountability, efficiency, and transparency in public procurement, the results indicate that several obstacles hinder their widespread regional implementation. Therefore, the study identified several major obstacles, including limited ICT infrastructure, low digital literacy among procurement players, a lack of training and capacity-building programs, and organisational resistance to technological change.

Moreover, one revolutionary strategy that significantly enhances procurement performance is the integration of e-tendering procedures into procurement systems. Studies show that the use of digital tools, such as e-sourcing, e-evaluation, and e-contracting, enhances the accountability, efficiency, and transparency of public procurement. These enhancements result in quantifiable improvements in organisational performance, in addition to streamlining procurement processes. Therefore, organisations seeking to modernise their procurement processes and create sustainable value in the supply chain must utilise comprehensive e-tendering solutions.

Furthermore, the issue is exacerbated by erratic internet access, inadequate funding, and a lack of awareness among stakeholders. These results underscore the need for a more inclusive and strategic approach to e-tendering system implementation, one that actively engages all stakeholders and considers regional differences. The government and relevant institutions must invest in capacity-building, enhance ICT infrastructure, and promote a culture of digital readiness throughout the public procurement sector if Tanzania is to fully reap the benefits of e-procurement, particularly in areas such as Morogoro.

Recommendations

Based on the results, the study suggests that to improve efficiency and transparency, the government and procurement agencies should strengthen and expand the use of e-tendering systems across all districts. Stakeholders should ensure that the Public Procurement Act (PPA) 2022 and its 2023 Regulations are fully complied with,

particularly in terms of advertising, submitting, and evaluating digital tenders. To eliminate regional disparities, precise and uniform guidelines for e-tendering processes must be established. To facilitate a seamless system adoption process, user training and ICT infrastructure investments should be given top priority. Accountability procedures should be enforced and performance monitored by the Public Procurement Regulatory Authority (PPRA). To encourage competition and openness, public institutions must make procurement data publicly available. Lastly, adjustments in national policy should be guided by the lessons learnt from the Morogoro case.

Policy Implications

The findings of this study underscore the critical role of electronic tendering (e-tendering) systems in enhancing the effectiveness, transparency, and overall value of public procurement processes. E-tendering integrates various technological components—such as electronic advertising, e-opening of tenders, e-evaluation, and e-awarding—that collectively contribute to a more streamlined procurement experience. These components are particularly influential in promoting cost-effectiveness by reducing the resources required for bid submission and evaluation while ensuring that procurement activities are executed promptly. Moreover, e-tendering expands accessibility, allowing a diverse range of suppliers to participate in the bidding process, thus increasing competition and fostering innovation. By minimising transaction costs associated with traditional paper-based systems, e-tendering not only enhances efficiency but also mitigates the risk of corruption, which can often plague public procurement processes.

These findings have significant practical and policy implications, aligning closely with Sections 93–96 of the Public Procurement Act (PPA) of 2022 and Regulations 324–332 of the Public Procurement Regulations (PPR) of 2023. These legislative documents advocate for the adoption of digital procurement systems to bolster accountability and transparency in public procurement practices. They serve as both a framework and a mandate for organisations and government bodies, emphasising the necessity of implementing e-tendering solutions to meet contemporary procurement challenges effectively. Consequently, embracing e-tendering not only supports compliance with existing regulations but also promotes a more equitable and efficient procurement environment that benefits all stakeholders involved.

Limitations and areas for further studies

This study has limitations, yet it offers insightful information. Firstly, the study is only conducted in the Morogoro Region, which may limit the applicability of the findings to other areas with distinct socio-economic and technological circumstances. Second, the study primarily relied on participants' self-reported data, which may have led to response

bias. Thirdly, other e-procurement tools, such as e-sourcing and e-contract administration, may have been overlooked because the study's scope was primarily focused on the e-tendering component. Furthermore, the study's cross-sectional design makes it more difficult to record long-term impacts and shifts in procurement performance over time. By using a longitudinal design and expanding the geographic scope, future research could overcome these constraints.

The long-term effects of e-tendering on public service delivery and procurement performance should be investigated in future studies. Comparative research between Tanzania's various regions or between East African nations may yield best practices and lessons that can be used elsewhere. To enhance decision-making, accountability, and transparency, it is also necessary to explore how emerging technologies, such as blockchain, artificial intelligence (AI), and data analytics, can be effectively integrated into public procurement systems. To comprehend the organisational, technical, and cultural challenges to adoption, researchers should also examine user behaviour and resistance to change in digital procurement systems. Lastly, a comprehensive analysis of the connection between supply chain management effectiveness and e-tendering will greatly aid in the development of effective policies and enhance operational effectiveness.

Acknowledgement

The author would like to thank all the procurement officers from the Morogoro region, government representatives, and other stakeholders who participated in this study.

REFERENCES

Afobi, A., Ibelm, E., &Aduwo, E. (2020). Digitising the grey areas in the Nigerian public procurement system using e-procurement technologies,*3 (6),* 1–10.

Al-Yahya, M., Skitmore, M., & Bridge, A. (2018). E-tendering Readiness in Construction: *International Journal of Procurement Management*, *11 (5),* 12–60.

Amani, D., & Chika, Y. (2017). E-tendering and evaluation for public procurement performance in Tanzania: *International Conference on Software Engineering, 2(1),* 137-141.

Afolabi, A., Ibem, E., Aduwo, E., Tunji-Olayeni, P., & Oluwunmi, O. (2019). Critical Success Factors (CSFs) for e-Procurement Adoption in the Nigerian Construction Industry. *Buildings*, *9*(2), 47. https://doi.org/10.3390/buildings9020047

Boateng, E., & Simons, B. (2021). Barriers to the adoption of e-tendering in construction procurement in Ghana: *Journal of Supply Chain Management System, 1(1*), 1–10.

Cuomo, R.E., & Mackey, T.K. (2020). An interdisciplinary of digital technologies for facilitating anti-corruption transparency and accountability in medicine procurement: *Global Health Actions*, *13 (1),* 169–5241.

Delima, P.M., &Dachyar, M. (2020). Advancing the e-tendering information system to counter corruption: *Journal of Information Technology, 2(1),* 1–17.

Eshitoli, W.J. (2016). *E-tendering Adoption and Procurement Performance of Oil Marketing Firm in Kenya*. Unpublished dissertation.

Gichuhi, R.W., &Waguru, M. (2020). Influence of E-tendering Process on Procurement Performance in Geothermal Development Company: *International Journal of Business Management and Technology*, *4(5),*13–18.

Harelimana, J. B. (2018). The Impact of E-Procurement on the Performance of Public Institutions in Rwanda: *Global Journal of Management and Business Research, 18(2),* 1–17.

Hassan, H.,&Adon, I. (2017). The extent of e-procurement use in SMEs: A descriptive study: *Journal of Procedice Social and Behavioural Science*, *16(4),* 264–270.

Herman, S., &Yohannis, T.E. (2018). The Effect of Accountability, Transparency, Openness, Fairness, and Competition on Effectiveness and Efficiency of E-procurement: *Administrative Science College Said PerintahMasohi*, *7(9),* 113–121.

Isango, E. S. (2024). An Assessment of the Impact of E-Procurement Practices on Organisational Performance in Tanzania. *NG Journal of Social Development, 14*(2), 237-241.

Kennedy, K.B. (2017). Effects of E-Procurement Adoption on Procurement Performance of Kenya Electricity Generating Company: *Master's Degree Dissertation*: Moi University. Unpublished dissertation.

Kissi, E., OseiTutu, E., &Osei Tutu, S. (2019). Evaluating critical factors for the implementation of e-procurement in Ghana: *International Journal of Procurement Management*, *12 (1),* 1-14.

Kovalchuk, A., & Kenny, C. (2019). Examining the impact of E-procurement in Ukraine: *Centre for Global Development Working Papers*. Unpublished document.

Malekia, D. (2016). E-Procurement as an anti-corruption tool in public procurement in Tanzania: *European Journal of Business and Management*, *7(14),* 28–56.

Marcilianus, M. (2023). The Effect of E-Tendering Practices on the Procurement Performance of State Corporations in Uganda. *Journal of Procurement and Supply Chain Management, 4*(1), 1–21.

Musyoki, C.M. (2019). *E-tendering Adoption and Procurement Performance of Public Institutions*: A case of National Housing Corporation: University of Embu.

Mwalukasa, B. E. (2023). Effects of E-Procurement Practices on the Performance of Public Entities. *Journal of International Trade, Logistics and Law*.

Ngeno, K.,&Kinoti, J. (2017). Effect of e-procurement on effective supply chain management process in the energy sector in Kenya: *International Journal of Supply Chain Management*, *2(3),* 18-37.

Pei Lim, G. (2020). E-Tendering System Application in Malaysia on Construction Industry: Benefits and Challenges: *Tunku Abdul Rahman University College*. Unpublished dissertation.

Saad, A. M. H. (2024). E-Tendering: A Review of Internet-Based Procurement Processes. *International Journal of Trendy Research in Engineering and Technology, 9*(1), 6-21.

Schoenherr, T., & Wagner, S.M. (2019). A quality technology acceptance model for predicting organisational Buyers' continuance intentions for e-procurement services: *International Journal of Production Economics*,*21(6),* 333–348.

Smyth, J. (2020). Critical Social Science as a research methodology in Universities in times of crisis: *Quantitative Research Journal, 2(1),* 8–12.

Sunmola, F. T., & Shehu, Z. (2025). Barriers to E-Tendering Implementation in the Construction Industry. *Sustainability, 17*(5), 2052.

Synder, H. (2019). Literature review as a research Methodology: *Journal of Business Research*, *10(4),* 333–339.

Yusuph, A. (2017). Transaction Costs: A Conceptual Framework*: International Journal of Engineering and Management Science*, *2(3),* 63–81.

Yusuph-Amuda, G., &Adebivi, R. (2019). Barriers to e-tendering adoption by the organisation: *Environmental, Technology, and Science Journal*, 1(1), 1–10.