

**Sw2PREFERENCE-RESERVATION PROCUREMENT
INITIATIVES AND PERFORMANCE OF
CONSTRUCTION PROJECTS IN KERICHO COUNTY,
KENYA**


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DECLARATION

I declare that this research project is my original work and has never been submitted to any other institution for any academic purpose.

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This research project has been submitted for presentation purposes with my approval as a University of Nairobi supervisor.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Globally, there is concern of equity, effectiveness, transparency and efficiency in project development done through public procurement by government. In U.S.A, preference scheme in public procurement is well established and comprehensive as entrenched in the state procurement laws to assist disadvantaged and marginalized small-scale businesses (Nkosi, 2018). The preference and reservation schemes focus on small businesses rather than the use of established businesses to create equity in award of contracts of public projects from federal government. Preference and reservation initiative has been adopted globally as means of reducing economical gaps and increasing inclusivity of minorities or disadvantage groups in the society.

African countries like South Africa, Ghana, Uganda and Kenya are among those who have strived to implement preference reservation policies. In South Africa, the constitution supports the minority in public procurement through ensuring cost-effective, competitive, transparent, equitable and fair access to public projects (Phoebe, 2017). In Ghana, preference policies favour the locally owned businesses to undertake public projects (Amoah & Shakantu, 2017). Women are given limited chances for participation in public procurement in Uganda, (Oluka, Okoche, & Mugurusi, 2020).

In Kenya, preference and reservation policies were established through the Public Procurement and Asset Disposal Act of 2015 so as to operationalize the provisions of Article 227 of the Constitution (Nyoike, 2019) . This initiated the Access to Government Public Opportunity (AGPO) programme, whose intention was to support women, youth, and persons with disabilities by providing 30% of public procurement opportunities to them (Omariba, 2020) . According to Imaidi and Ngugi (2021) preference reservation policy also targeted local firms, that is, small enterprises, micro enterprises, citizen contractors, local contractors, and citizen contractors with joint-venture or sub-contracting arrangements with foreign suppliers, along with the disadvantaged groups (youth, women, and persons with disabilities). The scheme was to ensure flexible procedures; ease of access to tender information; and simple

documentation and financial requirements to encourage the participation of the disadvantaged groups and local firms in public procurement opportunities.

Youth empowerment theory as postulated by Hart's (1992) focus on developing informative framework that enable youth to participate at the top of the ladder which contributes to youth and community development through projects. The theory supports preference and reservation procurement initiative as a tool that push not only the youth but also disadvantaged individuals, that is, persons with disability as well as women to participate in public procurement processes leading to development in the country. The study is also supported by Institutional Theory, which is based on the use of regulatory pillar through the adoption of relevant laws, rules and policies that enhance the adoption of preference-reservation procurement initiative in public procurement. This theory supports the institutionalization of preference-reservation procurement initiative policy that would assist in improvement of both community development as well as performance of construction projects (Kituyi, Oketch, Namusonge, & Sakwa, 2017). Finally, Project Management Triangle Model is used to anchor the performance of projects and to explain the scope, time, budget and quality as its indicators.

1.1.1 Preference-Reservation Procurement Initiatives

Preference-reservation procurement is a government initiative that regulate procurement process to allocate opportunities to special groups, that is, persons with disability, women and youth as well as local firms (Owiti, 2017). To participate in the procurement process, the owners of the firms must be part of the special group (Muraguri, 2013). Preference-reservation procurement initiatives differ from country to country and all with an aim of reducing discrimination in tender evaluation process and assisting the marginalized in public sector. Preference-reservation procurement initiatives cuts across the state owned corporate and government agencies mainly in supply of goods and service delivery as well as public projects (Bochere, 2020). In construction of projects, the initiative is applicable to both County and National government levels to support the special groups.

Preference-reservation procurement initiative is adopted for the purpose of giving oppurtunity to the marginalized that is the youth, women and person with disability (Kimemia & Senelwa, 2019). Oluka, Okoche and Mugurusi (2020) avers that public

policy that give equal chances to women enterprises was implemented to influence procurement process and evaluation criteria to assist women owned businesses to participate in public contracts in Uganda. In Kenya, access to government procurement opportunities initiative was developed to secure 30% of all procurement opportunities to youths, women and persons with disability (Lagat, Namusonge & Beru, 2016). As per the study, the initiative was to provide flexible financial resources, enforcement and compliance in public procurement. Kituyi, Oketch, Namusonge, & Sakwa, (2017) added that the 30% access to government procurement opportunity required management support and professionalism to achieve the initiative. Information was also very important as well as financial resources available for the youth, women and persons with disability.

The local firms have also been included in preference reservation procurement. This assists in supporting the local industry to grow and create jobs in Kenya. In Ghana, Amoah and Shakantu (2017) asserts that there is a preference policy in procurement law that allows government to support local construction firms in public procurement projects. There are challenges in implementation of preference-reservation initiative, which affect performance of projects. Owiti and Kihara (2017) added that legal framework; organizational culture and procurement professionalism challenges by staff affect implementation of procurement policies. This implies that there is need to examine the performance of construction projects that are executed through preference and reservation procurement initiatives. Information asymmetry was also a crucial aspect according to Odhiambo and Kwasira (2019) which assisted local firms to access information in relation to contractual capacity and financial capacity of the firm.

1.1.2 Project Performance

Project performance is defined as the overall measurement of whether a project met its objectives, scope, cost and schedule (Hill, 2015) . According to Umulisa, Mbabazize and Shukla (2015) project performance is a measure of efficiency; that is, the project adheres to schedule, budget and scope as well as effectiveness corresponding to satisfaction and use of the project thus predicting its success. Therefore, performance of project is concerned with whether the project is done within the given timeline, the appropriate cost and scope; which is often seen in terms of quality and satisfaction to the stakeholders.

Egwanatum (2017) asserts that construction projects performance indicators are customer service, quality, cost and time. Egwanatum, (2017) as well as Umulisa, Mbabazize, and Shukla (2015) concurs that cost, time and quality of the construction project remains key in measuring project performance. According to Gitonga (2018), construction project performance is measured using completion time, quality of the construction project as well as the cost used in developing the project.

There are challenges that affect project performance resulting to inability to meet the required standards. Inadequate contractual capacity and financial constraints of the contractor are the main challenges that affect the performance of construction projects (Odhiambo & Kwasira, 2019). Due to this challenges, it is important to measure project performance thus the need for monitoring and evaluation. Project performance is usually judged and quantified by performance measurement. Project performance measurement is the common method used to collect and report the information related to the inputs, efficiency, and effectiveness of a construction project. Furthermore, measurements are crucial for tracking, forecasting, and controlling the important variables in the end of a project to ensure its success (Leong, Zakuan, Saman & Tan, 2014). The study measured performance in terms of conducting the project within budget, completion time, scope and project quality.

1.1.3 Construction Projects in Kericho County, Kenya

In Kenya, promulgation of the constitution 2010 enabled the participation of minority and marginalized groups in public procurement. This was followed by enactment of procurement act (preference and reservations) regulation in 2011 and the development of necessary procurement programs to encourage women, youth and persons with disability to participate in public procurement (Bochere, 2020). This has enabled youth, women and persons with disability to participate through AGPO. This has also enabled local suppliers, Small and Medium Enterprises (SMEs) to participate in public procurement. County governments were given the responsibility of construction of infrastructure projects that are associated with their functions (Kituyi, Oketch, Namusonge, & Sakwa, 2017). In Kericho County, the AGPO program has been implemented where the county government gives 30% of government procurement opportunities to youth, women and persons with disability (Kericho County Government, 2017). The award of tenders in the county are rated youth,

women, and persons with disability. Others are open and done according to the procurement laws.

These construction projects are in agriculture, roads, education and health amongst other county government departments as stipulated by the constitution (Odhiambo & Kwasira, 2019). The projects include construction of designated county roads, construction of buildings and facilities that support trade like markets shades; construction of hospitals that are level 1 to 4; construction of Early Childhood Development and Education (ECDE) classrooms; construction of agricultural facilities that includes milk shades, coolers, factories, slaughterhouses, tea buying centres and cattle dips. This study majors on construction of county roads, dispensaries and health centres, ECDE classrooms and tea buying centres.

In addition, the county government of Kericho have spent over Kshs. 36 million in rehabilitation of streets and estates in the county (Kenya News Agency, 2022) . Similarly, the county has assorted road projects and construction of buildings that have been allocated to youths, women and persons living with disability through the AGPO program. This study therefore sought to examine the effect of access to government procurement opportunities initiative and local firm's initiative on performance of construction projects in Kericho County, Kenya.

1.2 Research Problem

Preference-reservation procurement initiative was developed in different countries with the aim of promoting marginalized groups to participate in public procurement. The initiative in Kenya was to support the disadvantaged that is youth, women and persons with disability as well as local firms to participate in public procurement. However, the adoption of this initiative is slow due to underlying issues which include lack of resources, political interference and insufficient information. In Kericho County, the county government has implemented the preference and reservation procurement initiative, however, there are questions arising from the quality, scope, deadlines and budgeting resulting to low performance of construction projects as compared to those with open tender (Kiprono & Wanyoike, 2016) . These questions prompt the need to examine the performance of project under preference reservation procurement projects.

Extent literature critiqued preference-reservation procurement based on implementation rather than on the performance of the projects done through the initiative. It is therefore very important to measure the performance of construction projects done through preference-reservation procurement initiative in terms of cost, time, scope and quality. An empirical study done in USA and South Africa indicated that disadvantaged small SMEs were the focus in procurement preference schemes (Nkosi, 2018). Marginalized groups in South Africa were the focus in respect to public procurement but did not focus on performance of construction projects (Phoebe, 2017). A related study in South Africa by Vyas-Doorgapersad & Kinoti (2015) pointed that gender mainstreaming in procurement must be supported with capacity building. In Ghana, there are challenges in preference policies and procurement laws in promoting local construction industry (Amoah & Shakantu, 2017) . In Uganda, women owned businesses are not empowered to participate in public procurement (Oluka, Okoche, & Mugurusi, 2020). Past studies in Kenya have focused on factors affecting youth, persons with disabilities and women in accessing procurement opportunities (Odhiambo & Kwasira, 2019; Lagat, Namusonge, & Berut, 2016; Bochere, 2020; Kimemia & Senelwa, 2019; Owiti, 2017).

Local and international studies did not measure performance of construction projects in relation to preference-reservation procurement initiative. There is need therefore to examine the effectiveness of the preference-reservation procurement initiative in regards to performance of construction projects. This study therefore answered the following questions: What is the level of implementation of preference-reservation procurement initiative in construction projects in Kericho County? What is the effect of Access to Government Procurement Opportunities initiative on performance of construction projects in Kericho County? and what is the effect of local firms' preference-reservation procurement initiative on performance of construction projects in Kericho County?

1.3 Objectives of the Study

The general objective of the study is to examine the effect of preference-reservation procurement initiative on performance of construction projects in Kericho County, Kenya.

The specific objectives are:

- i. To assess the level of implementation of preference-reservation procurement initiative in construction projects in Kericho County, Kenya
- ii. To determine the effect of access to government procurement opportunities initiative on performance of construction projects in Kericho County, Kenya
- iii. To establish effect of local firms' preference-reservation procurement initiatives on performance of construction projects in Kericho County, Kenya.

1.4 Value of the Study

Preference-reservation procurement initiative in relation to performance of construction projects added to existing theoretical framework. Empirical results examined the effect of government initiatives as supported by institutional theory. This also contributed to application of youth empowerment theory based on challenges in application as well as the effect on development projects.

The results will inform county governments in developing policies that enable marginalized and disadvantaged groups to improve on their performance in implementation of projects. This will assist the government to develop a funding policy for the marginalized to gain financial ability to run mega and expensive projects.

In management, it will assist the youth, women and persons with disability as well as local contractors to improve their performance in construction projects. This will also assist the government to improve in management of construction projects based on the recommendations.

In addition, it will help researchers and scholars in bridging the existing gap in literature as well as gain literature for further research. The results enables improvement of procurement and project management in reference to preference-reservation procurement in the county.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

This section provides theoretical and empirical review in relation to preference-reservation procurement initiative and performance of construction projects. The review assists in visualization of the conceptual framework.

2.2. Theoretical Review

This study is anchored on youth empowerment theory, project management triangle model and institutional theory. Youth empowerment theory is a theory that supports empowerment of the youths to participate in economic activities. The initiative developed by government to grant opportunities to youths also considers women and persons with disability thus giving equal chances in public procurement process. Institutional theory is also adopted to assist in implementation of preference-reservation procurement initiative from policy to achieving performance of construction projects. Government policies must be institutionalized in both national and county governments. This involves development of necessary strategies, internal policies and procedures, which play a major role in enforcing preference-reservation procurement initiative. On the other hand, project management triangle model is concerned with quality which is an important parameter in measuring the quality of the project. It proposes that project quality is controlled by three constraints that form a triangle and are interdependent on each other; that is scope, cost and time

2.2.1. Youth Empowerment Theory

Hart proposed youth empowerment theory in 1992. The theory borrowed ideas from early work of Arnstein who proposed ladder of youth participation (Thairu & Chirchir, 2016). Hart proposes the use of youth participation initiatives that assist to develop youth as well as the community. Further research work of Zimmerman (2008) expounded the theory where the youth are empowered in terms of process and outcomes level. The process-empowered level gives the youth opportunity to develop skills and make decisions to problems existing in the society while the outcomes empowered level represent the resulting employment as well as the effect on the participant.

Youth empowerment theory has three approaches in engaging the youth in constructive economic work. This includes developing appropriate skills, critical awareness and participation of youth in opportunities (Mwangi, 2019) . Skill development is crucial for youth to work effectively and efficiently in nation delivery. An awareness to existing resources and information provides youth with upper hand in taking advantage of existing opportunities. Finally, participation in opportunities involves offering youth with decision-making platforms and engagement in the entire initiative. AGPO is one of the preference-reservation initiatives that have ensured that the youth are trained, informed and are able to participate in government construction projects.

The initiative focuses on women and persons with disability besides youth to ensure that they get equal opportunity in public procurement. However, critics of youth empowerment theory asserts that it does not support youth-adult partnership. Therefore, the youth empowerment theory plays an important role in participation of youth in preference-reservation procurement initiative but does not support the inclusion of women, persons with disability and local firms.

2.2.2. Institutional Theory

Institutional theory in sociology was initially proposed by sociologists John W. Meyer and Brian Rowan in 1977. The theory gained prominence for its examination of how organizations and institutions shape and are shaped by society through shared beliefs, values, and norms. It suggests that organizations conform to institutional expectations not only for functional reasons but also to gain legitimacy and social acceptance (Thairu & Chirchir, 2016). There is pressure from legislation and other stakeholders for both National and County Governments to adopt policies and strategies that incorporate preference-reservation procurement initiative.

County government environment is controlled by social values, rules, laws, public opinions, interest groups, professional norms, court rulings, government agencies and regulatory structures. Access to public procurement opportunities by the special groups as well as preference to local firms in Kenya requires both policy and procedure framework for County Governments to function efficiently (Mwangi, 2019).

The government of Kenya through the constitution proposed equality in resource distribution, which led to formulation of Access to Government Procurement

Opportunities (AGPO) policy. State corporations and government institutions must institutionalize the public procurement and disposal (preference and reservation) regulations of 2011 (Owiti & Kihara, 2017). This gives 30% preference in public procurement to youth, women and person with disabilities. The institutionalization of these policies by the county government is supported by the institutional theory.

2.2.3. Project Management Triangle Model

Project Management Triangle Model also known as Iron Triangle or Triple Constraint Model was developed in 1950s, however, its origin is unclear (Lishner & Shtub, 2019). The model proposes that project quality is controlled by three constraints that form a triangle and are interdependent on each other; that is scope, cost and time. The triangle that is scope, cost, time has been found to have consequences on the project quality (Nakhleh, 2019) . Hence, the model is concerned with quality which is an important parameter in measuring the quality of the project.

The project management triangle model assumes that to achieve quality by work within a specific budget, specified feature describing within required scope and within a specific time frames. According to Stanitsas, Kirytopoulos and Leopoulos (2021) the project manager can trade between the set constraints, however, a change in one of the constraints have a change in quality of the project. Hence, change in budget by reducing the spending results to low project that are undertaken by County government. Similarly stretching or reducing time has implication on finance affecting the quality of the project (Taghizadeh-Hesary, Sarker, Yoshino, Mortha, & Vo, 2021). Finally, changing the feature of the project automatically affect the project through acquisition of poor quality products or reducing measurement among other factors.

In this study, performance of the projects is measured based on whether the project is within the set budget, completion time, project scope and within the specified project quality. These aspects are associated with the iron triangle model which proposes a control mechanism so that project can achieve the specified quality. The current study is supported by project management triangle model in emphasizing the need for spending budgeted finances, doing the project within the prescribed duration, achieving the set specifications and feature of the project, and ensuring that quality is attained in preference and reservation initiative projects.

2.3. Empirical Review

Empirical review outlines review of other studies based on objectives, methodology and findings to identify gaps of the study as well as to conceptualize the research objective into acceptable indicators. Review of literature is discussed in the following subsections.

2.3.1. Project Performance

Quality, cost, scope, and time are four crucial variables that are frequently used to evaluate the performance of projects (Kabirifar & Mojtahedi, 2019). The basis for determining a project's efficacy and success is formed by these factors taken as a whole. A key component of quality management is ensuring that the project's deliverables meet or exceed established benchmarks. In order to reach the required level of excellence of construction projects; quality planning, assurance, and control activities are part of quality management, according to Rwelamila, (2023). Project managers are required to ensure high quality using controls and continuous monitoring of the project and thus maintaining high standards is crucial for project success (Patanakul, 2020).

The success of the project's budget directly affects its financial health, making it an essential component of project management. Maintaining the project's financial viability by sticking to the budgetary allocation helps to avoid cost overruns. According to Shaikh, Odhano and Kaliannan (2020), insufficient budget control is a typical reason why projects fail, underscoring the importance of competent cost management. Maintaining budgetary control requires careful attention to costs, deviation tracking, and corrective action implementation.

In order to make sure that the project's scope is in line with the original objectives, scope management entails defining, controlling, and managing it. When more needs are added as a result of scope adjustments, this is known as scope creep and can result in delays and cost overruns. In order to avoid scope creep and preserve project success, scope control is crucial, according to a study by Ajmal, Khan, Gunasekaran, & Helo, (2022).

Another crucial aspect of project effectiveness is time management. For projects to satisfy stakeholders and produce the desired results, deadlines must be met. The

importance of time management is highlighted by research by Zid, Kasim and Soomro, (2020), and postulates that late project delivery can have unfavourable effects. Making realistic schedules, keeping track of progress, and taking corrective action to address timeline deviations are all essential components of effective time management.

2.3.2. Access to Government Procurement Opportunities initiatives

In Uganda, Oluka, Okoche & Mugurusi (2020) investigated public procurement and competitiveness of women owned businesses. A cross-sectional survey design was utilized where quantitative data was collected from 371 respondents in Ministries, Departments and Agencies and a section of women entrepreneurs in Kampala. Structural equation modelling was used to analyse data. Findings showed that procurement policy had a significant influence on contract management, evaluation criteria and the competitiveness of women owned businesses. The contract management had no significant effect on competitiveness of women owned businesses. Uganda public procurement policy favoured only women; however, the current study also focused on local firms, youth and persons with disability preference-reservation in public procurement.

Lagat, Namusonge & Berut (2016) evaluated factors affecting youths, women and persons with disabilities in accessing procurement opportunities in Kenya. Women, youths and persons with disabilities had access to 30% of all procurement opportunities in Kenya Government. The study aimed at establishing factors affecting the preference reservation policy and address challenges facing youth, women and persons with disabilities in Trans Nzoia County Government. The study specifically examined financial resources, procurement procedures, enforcement and compliance on youth, women and person with disabilities in accessing procurement opportunities. Descriptive research design was used in the study. A census of 20 procurement practitioners and 125 persons with disability, women and youth enterprises were used. Questionnaires were used to collect data. Quantitative data collected was analysed using factor analysis and descriptive analysis. The results indicated that financial resources, procurement procedures, enforcement and compliance contributed significantly to accessing procurement opportunities. The study used data obtained from the women, youth and persons with disability. The proposed study obtained data from Kericho County Government employees, local firms and special groups.

In the context of public institutions in Kenya, Kituyi, Oketch, Namusonge, & Sakwa, (2017) examined the effect of procurement reservation practices on delivery of services. The application of procurement reservation practices gave youth, women, persons with disability and local small and medium enterprises 30% of all government procurement. A synthesis of literature was used in the study and the results indicated that public procurement that give preference to youth, persons with disability and women has still not been fully implemented in public institutions. The study suggested that strict regulation and compliance must be adhered to to optimize implementation of procurement reservation practises in the public sector. Since the study used synthesis of literature, the proposed study used primary data to examine preference reservation procurement initiative in county government.

Kimemia & Senelwa (2019) evaluated institutional factors that affect the implementation of preference and reservation policies among special group suppliers in Kenyan state corporations. Principal agent theory and resources based theory were used to guide the study. Exploratory and descriptive research design were appropriate where a target of 120 employees drawn from Geothermal Development Company, Pyrethrum Processing Plant, Rift Valley Water Service Board and Egerton University; which represented state corporations and a sample of 92 respondents selected. Primary data was collected using structured questionnaires. The results indicated that management support and professionalism had positive significant effect on implementation of preference reservation procurement among persons with disability suppliers in state corporations. The study concluded that appropriate structures and strategies should be put in place for state corporations to support implementation of preference and reservation procurement initiative. In this study institutional factors were examined on implementation of preference and reservation policies. On the contrary the proposed study focused on examining the effect of preference reservation procurement on performance of construction projects in the County Government.

2.3.2. Local Firms Initiatives

Amoah & Shakantu (2017) examined Ghanaian procurement law in relation to the effectiveness of preference policies in promoting the local construction industry. The legislation of procurement law to promote local business in Ghana have assisted local firms to participate in public procurement. Interviews were conducted to 37 construction companies, the head of public affairs officer of Ghana and the public

procurement authority in Accra, Ghana. Results indicated that preference policies in procurement law had no significant influence on awards of government contracts to local construction firms. This is because local firms sub-contracted construction projects to foreign firms thus reducing their participation in public procurement. The study suggests that government should consider Ghanaian construction industry through improving flexibility of the tender evaluation criteria. Local firms' initiative was the focus in preference policy in Ghana. The current study focused on both local firms' participation as well as participation of youth, women and persons with disability.

In addition, Owiti & Kihara (2017) in Kenya Railways Corporation assessed factors that affect the implementation of preference and reservation procurement. Public corporations are among public entities that are supposed to institutionalize the public procurement and disposal (preference and reservation) regulation. The study aimed at examining the factors that makes it difficult for State Corporations to implement preference-reservation procurement initiatives. Procurement staff professionalism, organization structure, legislation framework and ICT were factors evaluated on implementation of preference-reservation procurement initiatives. A sample of 63 respondents were selected from a target of 185 employees of Kenya Railways Corporation in Nairobi. Data analysis used multivariate regression model. The findings revealed that organization culture; legislation framework and procurement staff professionalism had positive and significant influence on implementation of preference and reservation scheme in state corporations. However, ICT infrastructure had no impact on the implementation of preference and reservation. Therefore, the study recommended improvement of ICT infrastructure to enhance access to information through online platforms. The current study focused on county government rather than state corporations.

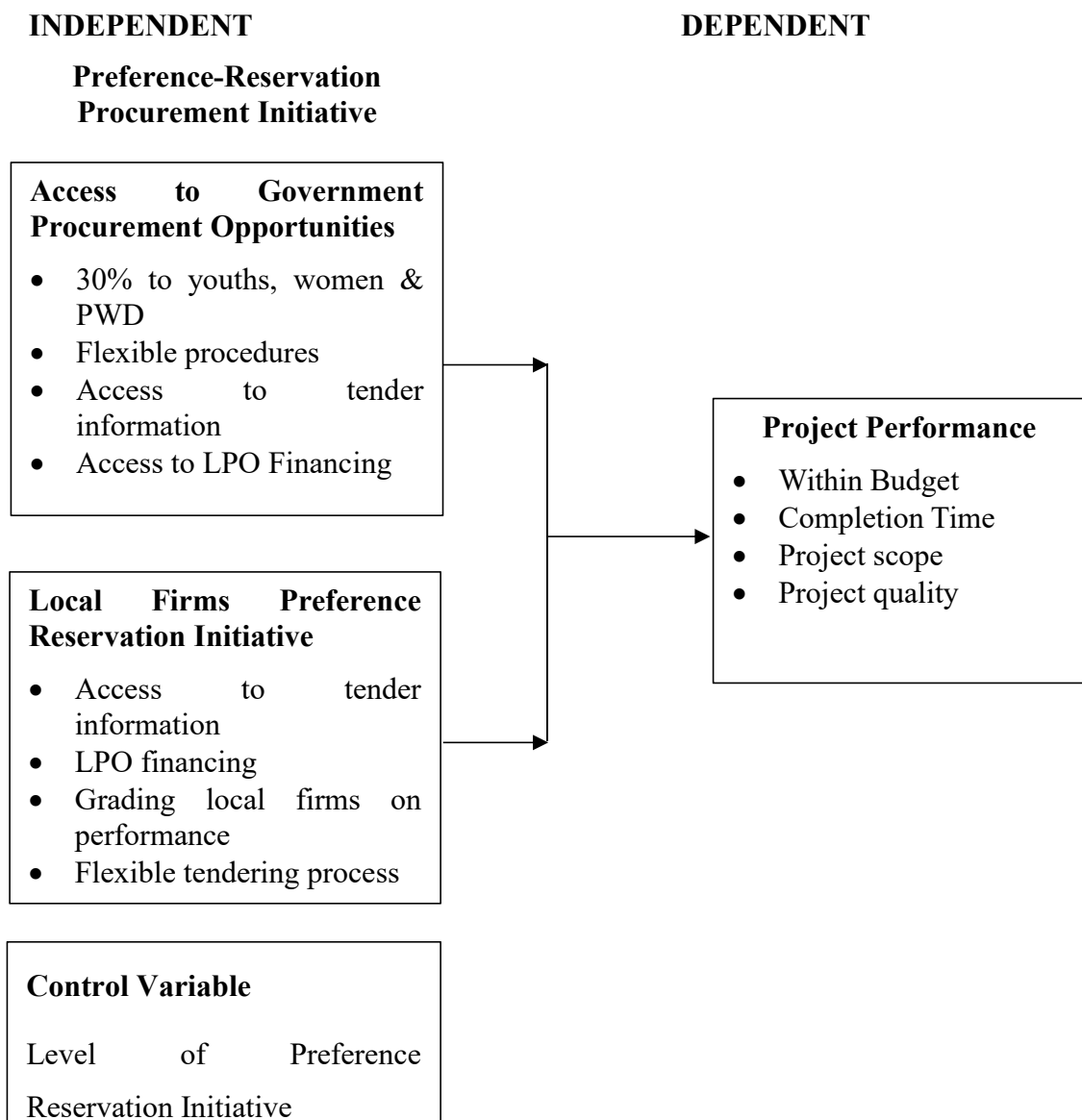
Another study in Kenya by Odhiambo & Kwasira (2019) investigated on the determinants of successful procurement contract award in Migori County Government. Descriptive research design was used and a target population of 41 respondents was obtained from eight sub-counties of Migori County Government. Findings indicated that bidding requirements, contractual capacity and financial capacity had positive significant effects on successful procurement contract award. However, successful procurement contract awards had insignificant relationship with information

asymmetry. The study mainly focused on successful procurement of construction projects. On the other hand, the current study focused on performance of construction projects procured through preference reservation initiative.

2.4. Conceptual Framework

Independent variable is preference-reservation procurement initiatives consisting of AGPO and local firm initiatives. The dependent variable is performance of construction projects, which was measured using budget costs, completion time and quality of project. The conceptual framework is as shown in figure 2.1.

Figure 2.1: Conceptual Framework



(Source: Researcher (2023))

2.5 Study Gaps

Studies done about preference-reservation procurement initiative have mainly concentrated in finding factors affecting the implementation of the initiative (Lagat, Namusonge & Berut, 2016; Kimemia & Senelwa, 2019; and Owiti & Kihara, 2017). As a result, it created a conceptual gap, which the current study seeks to fill since it aims to assess the relationship of this initiative to performance of projects. This leads to a new area of study, which interrogated, “whether the construction projects done using this initiative are: within budget, scope, time and quality.” Majority of the studies shade light on 30% access to government procurement opportunities. However, a few studies have been done on local firm’s initiatives, for instance, Amoah & Shakantu (2017) which was done in Ghana. The geographical gap was covered where the current study was done in Kericho County, Kenya.

Table 2.1: Summary of Study Gap

| Author(s) | Topic | Findings | Methods | Gap | Focus |
|--|---|---|--|--|---|
| Oluka, Okoche & Mugurusi (2020) | Public procurement competitiveness of women owned business in Uganda. | Contract management had no significant effect on competitiveness of women owned businesses. | Structured equation modelling | Contextual gap: Women public procurement policies was examined. | It focused on local firms, youth, women and PWDs |
| Lagat, Namusonge & Berut (2016) | Factors affecting youths, women and persons with disabilities in accessing procurement opportunities in Kenya | Financial resources, procurement procedures, enforcement and compliance contributed significantly to accessing procurement opportunities. | Descriptive research design of 125 persons with disability, women and youth enterprises. | Methodological gap: Data was obtained from youth, women and persons with disability enterprises. | The current study obtained primary data from employees of the county. |
| Kituyi, Oketch, Namusonge, & Sakwa, (2017) | Procurement reservation practices and service delivery. | There is low implementation of public procurement given to youth, persons with disability and women. | A synthesis of literature was used in the study. | Methodological gap: Synthesis of existing empirical literature was adopted. | Primary data was collected from county government official. |
| Kimemia & Senelwa (2019) | Institutional factors that affect the implementation of preference | Managerial support and professionalism had a positive influence on the | Exploratory and descriptive research design was | Conceptual gap: The study main focus was institution | The current study focused performance of project |

| | | | | | |
|---------------------------|---|---|---|---|---|
| | and reservation policies among special group suppliers in Kenyan state corporations | implementation process of preference reservation for person with disability. | adopted. | factor affecting implementation. | done. |
| Amoah & Shakantu (2017) | Effectiveness of preference policies on procurement laws in Ghana. | The preference policies in procurement law had no significant influence on government control awards to local construction firms. | The study utilized interview in collecting data from 37 construction companies. | Contextual gap: The main focus was on local firms' initiative focus in preference policy. | The current study focused on local firms as well as youth, women and persons with disability. |
| Odhiambo & Kwasira (2019) | Determinants of successful procurement contact award in Migori County Government. | Bidding requirement, contractual and financial capacity had positive significant effect on information asymmetry. | Descriptive research design. | Conceptual Gap: The study focus on determinant on successful project. | The current study focused on performance of construction of projects. |

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section explains logical procedures that were sufficient to extract required information for testing research hypotheses, hence obtaining results for the set objective. Therefore, it outlines the design of the research, the area of study, population size, sample size and procedures, instruments used in collecting data, validity and reliability of the instruments, data analysis, and ethical considerations. This enabled the research to be conducted systematically and with the right precision from the collection of data up to the interpretation to form conclusions and recommendations.

3.2 Research Design

The study utilized descriptive survey research design. According to Orodho (2013) descriptive research design assist the researcher to ask questions like Who, What, Which, How and When. The design assisted in the description of current affairs in the county Government. The design applies both quantitative and qualitative approach.

3.3 Population

The study targeted 98 projects done within 2019/2020 to 2021/2022 financial years that were considered under preference-reservation initiatives in county government. The projects targeted were construction projects in Roads and buildings. The unit of observation was 104 stakeholders of the county government who were involved in procurement, execution, supervision and inspection of Construction projects. In addition, women, youth and PWDs contractors registered under the AGPO programme and local firms were involved beside the procurement and monitoring and evaluation team. The breakdown is as shown in table 3.1.

3.4 Sampling Design

The study adopted base line reports of all the 98 projects within the period of 2019/2020 to 2021/2022 was examined. In order to obtain the desired information, the research used monitoring and evaluation teams, procurement officers and the listed AGPO and local firms given the awards during the tenure of the project.

The study used stratified sampling technique based on the stratus in table 3.1. This enabled the study gain more information from all the stakeholders involved with procurement, monitoring and evaluation as well as women, youth and PWDs; and local contractors. The sample size was obtained using Yamena Tore formulae, which is give as;

$$n = \frac{N}{1 + Ne^2}$$

Where, N= 104, e= standard error of 5%.

$$n = \frac{104}{1 + 104 \times 0.05^2}$$

Hence the sample size n =83 respondents. The sampling framework was given in Table 3.1.

Table 3.1: Sampling Framework

| Details | Target Population | Sample Size |
|-----------------------------------|--------------------------|--------------------|
| Monitoring and evaluation | 5 | 4 |
| Procurement Officers | 8 | 6 |
| Youth Enterprises (Active) | 29 | 23 |
| Women Enterprises (Active) | 11 | 9 |
| PWDs Enterprises (Active) | 6 | 5 |
| Local Firms not supported by AGPO | 45 | 36 |
| Totals | 104 | 83 |

Source: Extracted from Finance, Procurement and CPSB Kericho County (2023)

3.5 Data Collection

The study collected primary data using structured questionnaires and baseline data from monitoring and evaluation teams. The structured questionnaires were appropriate for collection of quantitative data, which assisted in answering the research question. The questionnaire has three sections that is section A: Level of participation in preference reservation initiative, Section B: access to government procurement opportunities initiative, Section C: local firms' initiative and Section D: performance of construction projects.

Monitoring and evaluation teams who inspected the projects answered the questionnaires. This is because the team were responsible for evaluating the performance of the project and they provided necessary reports on problems encountered from the start to the end of the projects. The questionnaires were distributed to the target groups after obtaining the recommended approvals for data collection. The questionnaires were collected after one week.

3.6 Diagnostic Test

Diagnostic test was conducted to ascertain normality, multi-collinearity, autocorrelation, linearity and homoscedasticity before adoption of multiple linear equation. In order to achieve the diagnostic test Shapiro Wilk, VIF, Durbin Watson, ANOVA and Levene's tests was conducted on questionnaire results. This was obtained through analysis using Statistical Package for Social Sciences (SPSS).

3.7 Data Analysis

Collected data was coded and entered into Statistical Package of Social Science version 27. Descriptive analysis and inferential statistics was utilized. Mean and standard deviation was used as part of descriptive statistics to summarize and explain the nature of the results. Simple and multiple linear regression were used as inferential statistics using a significant level of 5%. The multiple linear regression model was given in the equation below.

$$Y_1 = \beta_0 + \beta_1 X_1 + e$$

$$Y_2 = \beta_0 + \beta_2 X_2 + e$$

$$Y_3 = \beta_0 + \beta_3 X_1 + \beta_4 X_2 + e$$

Where

Y = Construction Project Performance (Dependent Variable)

β_0 = Constant Term

$\beta_1, \beta_2, \beta_3, \beta_4$ = Beta coefficients

X₁ = AGPO Initiative

X₂ = Local Firm Initiative

e = Error Term

3.8 Validity and Reliability Test

Validity was attained through interrogation of questionnaires by supervisor. This was important for achieving accuracy of data collected (Cohen, Manion, & Morrison, 2011). According to Oso & Onen, (2008) there is need for consistency of the research instrument after repeated tests. A pilot test was conducted and analysed using Cronbach alpha with a set lower limit of acceptability of Cronbach alpha of 0.6 (Saunders, Lewis, & Thornhill, 2011). Cronbach alpha was used because it is the most common method of measuring internal consistency and reliability coefficient of the research instrument: while a cut- off point of 0.6 represents a lenient cut off in social research.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter provides data analysis, which entails the descriptive and inferential statistics. The data is presented in terms of tables and interpreted based on the outputs from Statistical Package of Social Sciences (SPSS).

4.2 Response Rate

There was 100% response rate where all the 89 questionnaires were returned from the field. This was achieved through sending online questionnaires and following by physical questionnaires which were dropped and collected later. The two methods enabled the researcher to obtain the required responses from the sample size. This enabled the researcher to conduct both descriptive and inferential statistics.

4.3 Descriptive Statistics

The study obtained descriptive statistics in terms of frequency distribution and mean. The data was based on a five point Likert Scale where the level of implementation of preference reservation procurement opportunities in the county adopted five level scales while AGPO initiative, local firm initiative and performance of construction project utilized agreeability scale. These were discussed and presented in the following sub-sections.

4.3.1 Level of implementation of Preference Reservation Procurement Opportunities in the County

The level of implementation of preference reservation procurement opportunities in the county was evaluated using level scale, where the following initials stands for: VLL- Very Low Level (1), LL- Low Level (2); ML- Moderate Level (3); HL-High Level (4) and VHL-Very High Level (5). The results utilized frequency distribution to understand the level of participation of various beneficiaries in preference reservation procurement opportunities offered by the County Government of Kericho. Mean was adopted for purposes of interpretation of the level of participation in preference reservation procurement opportunities of beneficiaries in the County Government.

Table 4.1: Level of Implementation of Preference Reservation Procurement Initiatives

| Preference Reservation Initiative | VVL=1 | LL=2 | ML=3 | HL=4 | VHL=5 | Mean |
|--|--------------|-------------|-------------|-------------|--------------|-------------|
| What is the level of participation of youth in preference reservation initiative? | 18(21.7%) | 18(21.7%) | 20(24.1%) | 19(24.1%) | 8(9.8%) | 2.77 |
| What is the level of participation of women in preference reservation initiative? | 9(10.8%) | 27(32.5%) | 32(38.6%) | 7(8.4%) | 8(9.6%) | 2.73 |
| What is the level of participation of persons with disability in preference reservation initiative? | 18(21.7%) | 30(36.1%) | 28(33.7%) | 6(7.2%) | 1(1.2%) | 2.30 |
| What is the level of participation of small enterprises and micro enterprises, in preference reservation initiative? | 14(16.9%) | 17(20.5%) | 24(28.9%) | 22(26.5%) | 6(7.2%) | 2.87 |
| What is the level of participation of citizen and local contractors in preference reservation initiative? | 8(9.6%) | 6(9.6%) | 20(7.2%) | 32(38.6%) | 17(20.5%) | 3.53 |
| What is the level of participation of citizen contractors with joint-venture or subcontractors in preference reservation initiative? | 15(18.1%) | 24(28.9%) | 23(27.7%) | 11(13.3%) | 10(12.0%) | 2.72 |

According to Table 4.1 the results shows that 20(24.1%) indicated moderate level of participation of youth in preference reservation initiative. A mean of 2.77 implied that participation of youth in the preference reservation initiative in Kericho County Government was slightly below average. It is notable that 32(38.6%) of the

respondents indicated moderate level of participation of women in preference reservation procurement initiative. This was confirmed by a mean of 2.73, which also implied that there were slightly more youth than women in preference reservation, however, both youth and women were below average. The participation of persons with disability in preference reservation procurement initiative was low as compared with women and youth with 30(36.1%) of the respondents registering low level of participation. Its means of 2.30 implied that persons with disability had the lowest consideration in preference reservation procurement initiative.

The findings showed 24(28.9%) of respondents showed moderate level of participation by small enterprises and micro enterprises. Furthermore, a mean of 2.87 showed that the participation of small and micro enterprises was slightly below average. 32(38.6%) of the respondents revealed high level of participation of citizens and local contractors in preference reservation procurement initiative. This was confirmed by a mean of 3.53 which implied that there was high level of participation of citizen and local contractors in preference reservation procurement initiative. The response of 24(28.9%) of the respondents showed low level of participation of citizen contractors with joint-venture or subcontractors in preference reservation procurement initiative. A mean of 2.72 implied that joint-venture or subcontracting participation in preference reservation initiative was below average.

4.4.2 Access to Government Procurement Opportunities (AGPO) Initiative

In order to examine access to government procurement opportunities initiative agreeability scale was adopted. Descriptive statistics results were obtained in terms of frequency distribution and mean. The agreeability Likert scales had SD representing a scope of 1 that is strongly disagree, disagree (D) had score of 2, a score of 3 was neutral (N) while a score of 4 was agree (A) and 5 was strongly agree (SA). The results were presented in Table 4.2.

Table 4.2: Access to Government Procurement Opportunities(AGPO) Initiative

| Preference Reservation Initiative | SD=1 | D=2 | N=3 | A=4 | SA=5 | Mean |
|--|-------------|------------|------------|------------|-------------|-------------|
| The county considers 30% of the construction | 12(14.5%) | 17(20.5%) | 18(21.7%) | 26(31.3%) | 10(12.0%) | 3.06 |

| | | | | | | |
|---|-----------|-----------|-----------|-----------|-----------|------|
| opportunities to youths, women and persons with disability. | | | | | | |
| The county government of Kericho have made flexible procedures when dealing with youths, women and persons with disability. | 12(14.5%) | 21(25.3%) | 21(25.3%) | 22(26.5%) | 7(8.4%) | 2.89 |
| The county government ensures that tender prequalification process do not remove youth, women and persons with disability. | 11(13.3%) | 8(9.6%) | 15(18.1%) | 34(41.0%) | 15(18.1%) | 3.41 |
| The county provides sufficient advertisement of tenders reserved for youth, women and PWDs through county website. | 12(14.5%) | 16(19.3%) | 20(24.1%) | 20(24.1%) | 15(18.1%) | 3.12 |
| The county assists the youth, women and PWDs in attaining LPO financing at competitive rates. | 33(39.8%) | 18(21.7%) | 28(33.7%) | 4(4.8%) | 0(0.0%) | 2.04 |
| Some youth, women and PWDs are given high value construction contracts in the county government. | 28(33.7%) | 37(44.6%) | 4(6.0%) | 13(15.7%) | 0(0.0%) | 2.04 |
| AGPO firms are paid on time to encourage them participate continuously in tenders. | 20(24.1%) | 37(44.6%) | 19(22.9%) | 5(6.0%) | 2(2.4%) | 2.18 |

Table 4.2 results revealed that 36(43.3%) of the respondents agreed and 29(35.0%) disagreed that the county considers 30% of the construction opportunities to youths, women and persons with disability. A mean of 3.06 implied that slightly more construction projects opportunities were given to youths, women and persons with disability than those who were not. According to the results, a total of 33(39.8%) respondents disagreed and 29(34.9%) disagreed that the county government had made flexible procurement procedures when dealing with youths, women and persons with

disability. A mean of 2.89 showed that procedures were less flexible to accommodate youth, women and persons with disability.

A total of 49(59.1%) respondents agreed and 19(22.9%) disagreed that the county government ensured that tender prequalification process did not remove youth, women and persons with disability. The county government considered youth, women and persons with disability during prequalification as indicated by mean of 3.41. There were 35(42.2%) respondents who agreed and 28(33.8%) who disagreed that the county had provided sufficient advertisement of tenders reserved for youth, women and PWDs through county website. Its mean of 3.12 implied that there was slightly more sufficient advertisement for tender through county website assisting the youth; women and persons with disability participate in preference reservation public procurement.

According to the results, those who disagreed were 51(61.5%) and those who agreed were 4(4.8%) that the county assisted the youth, women and PWDs in attaining LPO financing at competitive rates. The mean was 2.04, which implied that the county government did not assist the youth to achieve LPO financing. It was also found that there was 65(78.3%) of respondents who disagreed while 17(21.7%) agreed that the youth, women and PWDs were given high value construction contracts in the county government. This also had mean of 2.04, which shows that the county did not allocate high value construction projects to youth, women and PWDs. Finally, the study results indicated 57(68.7%) respondents disagreed and 7(8.4%) agreed that AGPO firms were paid on time to encourage them participate continuously in tenders. The mean of 2.18 revealed that payment delayed for firms under AGPO initiative. Therefore, there were no special treatment as pertaining to payment.

4.4.3 Local Firms Preference Reservation Procurement Initiative

Local firms were examined in relation to preference reservation initiative given by the county government. This was achieved through obtaining the mean and frequency distribution of results from the questionnaires. This were presented in Table 4.3 based on a five-point agreeability Likert scale where a score of 1, 2, 3, 4, and 5 represented strongly disagree (SD), disagree (D), neutral (N), agree (A) and strongly agree (SA) respectively.

Table 4.3: Local Firms Preference Reservation Procurement Initiative

| Local Firms Preference Reservation Initiative | SD=1 | D=2 | N=3 | A=4 | SA=5 | Mean |
|---|-------------|------------|------------|------------|-------------|-------------|
| Local firms are preferred than foreign firms in construction contracts in Kericho County. | 15(18.1%) | 7(8.4%) | 14(16.9%) | 27(32.5%) | 20(24.1%) | 3.36 |
| The County supports local firms through linking them to sustainable LPO financing. | 27(32.5%) | 22(26.5%) | 15(18.1%) | 19(22.9%) | 0(0.0%) | 2.31 |
| The county have graded the local firms based on their records of accomplishment in tendering. | 19(22.9%) | 12(14.5%) | 35(42.2%) | 10(12.0%) | 7(8.4%) | 2.69 |
| The county has institutionalized the local firms' preference reservation procurement initiative. | 12(14.5%) | 9(10.8%) | 40(48.2%) | 15(18.1%) | 7(8.4%) | 2.95 |
| Local firms with good records of accomplishment are allocated high profile construction projects. | 13(15.7%) | 4(4.8%) | 27(32.5%) | 28(33.7%) | 11(13.3%) | 3.24 |
| There is continuous improvement in payment of local contractors to improve their performance. | 6(7.2%) | 14(16.9%) | 22(26.5%) | 29(34.9%) | 12(14.5%) | 3.33 |
| The county has improved their tender procedures to allow local contractors to win tenders. | 15(18.1%) | 6(7.2%) | 17(20.5%) | 30(36.1%) | 15(18.1%) | 3.29 |
| There is an | 11(13.3%) | 9(10.8%) | 20(24.1%) | 35(42.2%) | 8(9.6%) | 3.24 |

| | | | | | | |
|---|--|--|--|--|--|--|
| improvement of county policies on preference to local firms in construction projects. | | | | | | |
|---|--|--|--|--|--|--|

In Table 4.3, there were 47(56.6%) of respondents who agreed and 22(26.5%) respondents who disagreed that local firms were preferred than foreign firms in construction contracts in Kericho County. Local firms were preferred than foreign firms as revealed by a mean of 3.36 for construction contracts. The results also indicated that 49(59.0%) of respondents disagreed and 19(22.9%) agreed that the County supports local firms through linking them to sustainable LPO financing. A mean of 2.31 showed that County did not support local firms in achieving sustainable LPO financing.

As per the findings 31(37.4%) disagreed and 17(20.4%) agreed that the county had graded the local firms based on their records of accomplishment in tendering. A mean of 2.69 showed that there were few firms that were graded by the county government based on their contract completion records. The results showed that 21(25.3%) disagreed and 22(26.5%) agreed that the county had institutionalized the local firms' preference reservation initiative. Its mean of 2.95 indicates that the county had not fully institutionalized the local firms' preference reservation procurement initiative in the county government of Kericho.

According to the results 39(47.0%) of the respondents agreed and 17(20.5%) disagreed that the local firms with good records of accomplishment were allocated high profile construction projects. This had a mean of 3.24; which implied that high profile construction projects were given to local firms with good track record. It was also found that 41(49.4%) of the respondents agreed however, 20(24.1%) disagreed that the county has continuously improved in payment of local contractors which enhanced their performance. The mean obtained was 3.33; which indicates that there was continuous improvement of payment to local contractors in the County.

The findings also showed that 45(54.2%) of the respondents agreed and 21(25.3%) disagreed that the county had improved their tender procedures to allow local contractors to win tenders. Hence, the county government had improved the tender procedures that allowed local contractors to win tenders as revealed by the mean of 3.29. Further, the findings revealed that 43(51.8%) agreed and 20(34.1%) disagreed

that the county government had improved on procurement preference policies for local firms in construction projects. The mean was 3.24 which revealed that preference policies had gradually improved uptake of local firms in constructions projects.

4.4.4 Performance of Construction Projects

Performance of construction projects were presented in terms of frequency distribution and mean. This results were based on a Likert scale of agreeability where 1 was strongly disagree, 2 was disagree, 3 was neutral, 4 was agree and 5 was strongly agree. Table 4.4 shows performance of construction projects in county government of Kericho.

Table 4.4: Performance of Construction Projects

| Performance of Construction Projects | SD=1 | D=2 | N=3 | A=4 | SA=5 | Mean |
|---|-----------|-----------|-----------|-----------|-----------|------|
| Projects executed through preference reservation procurement initiative were done within the desired project budget and costs. | 7(8.4%) | 13(15.7%) | 48(57.8%) | 5(6.0%) | 10(12.0%) | 2.98 |
| These projects were done within the scheduled time as set by the county. | 15(18.1%) | 17(20.5%) | 26(31.3%) | 15(18.1%) | 10(12.0%) | 2.86 |
| There was a high completion rate of projects done under preference-reservation procurement initiative as compared to the normal ones. | 13(15.7%) | 17(20.5%) | 31(37.3%) | 9(10.8%) | 13(15.7%) | 2.90 |
| These construction projects were done as recommended by the county engineers as well as monitoring and evaluation officers. | 1(1.2%) | 18(21.7%) | 28(33.7%) | 21(25.3%) | 15(18.1%) | 3.37 |
| There is an improvement in the quality of projects done through preference-reservation procurement initiative. | 6(7.2%) | 20(24.1%) | 20(24.1%) | 21(25.3%) | 16(19.3%) | 3.25 |

According to the results there were 20(24.1%) respondents who disagreed and 15(18.0%) who agreed that the projects executed through preference reservation procurement initiative were done within the desired project budget and costs. The mean of 2.98 further showed that the projects were below average in terms of budget and cost deviation from the set date. This implied that there were more projects that exceeded the budgeted project cost.

It was also revealed that 32(38.6%) disagreed which was more than 25(30.1%) who agreed that the projects were done within the scheduled time as set by the county. The results showed a mean of 2.86, which implied that there were more projects that were delayed and therefore, surpassed the set time schedules. This shows that projects under preference reservation procurement were mostly done beyond the set schedules which may also lead to project cost increment.

As per the results 30(36.2%) disagreed while 22(26.5%) agreed that there was a high completion rate of projects done under preference-reservation procurement initiative as compared to the normal ones. The mean of 2.90 implied that the preference-reservation procurement initiative had below average completion rates.

Further results indicated that 36(43.4%) agreed and 19(22.9%) disagreed that the construction projects were done as recommended by the county engineers as well as monitoring and evaluation officers. The mean of 3.37 showed that the scope of the projects was done above average as recommended by the county engineers, however the challenge is taming the time and cost constraints. 37(44.6%) of the respondents agreed even though 26(31.3%) disagreed that there was an improvement in the quality of projects done through preference-reservation procurement initiative. The quality of construction projects was above average as revealed by mean of 3.25 which implies that the work done through the preference-reservation procurement initiative was acceptable.

4.4 Inferential Statistics Results

Correlation and regression analysis were adopted as inferential statistics which assisted in testing the significance of the variables at 5% level. The results were presented in the following sub-sections.

4.5.1 Correlation Analysis

Pearson correlation analysis was adopted in examining the relationship between AGPO, local firms' initiative and performance of county projects. The correlation analysis was conducted using 5% significant level and the results presented in Table 4.5.

Table 4.5: Correlation Coefficients

| | | L | AGPO | LF | P |
|------|---------------------|--------|--------|--------|--------|
| L | Pearson Correlation | 1 | .617** | .646** | .354** |
| | Sig. (2-tailed) | | .000 | .000 | .001 |
| | N | 83 | 83 | 83 | 83 |
| AGPO | Pearson Correlation | .617** | 1 | .779** | .530** |
| | Sig. (2-tailed) | .000 | | .000 | .000 |
| | N | 83 | 83 | 83 | 83 |
| LF | Pearson Correlation | .646** | .779** | 1 | .565** |
| | Sig. (2-tailed) | .000 | .000 | | .000 |
| | N | 83 | 83 | 83 | 83 |
| P | Pearson Correlation | .354** | .530** | .565** | 1 |
| | Sig. (2-tailed) | .001 | .000 | .000 | |
| | N | 83 | 83 | 83 | 83 |

** . Correlation is significant at the 0.01 level (2-tailed).

According to the results there existed a moderate relationship between level of preference-reservation procurement with AGPO (R=0.646) and Local firms (R=0.646). However, there was high correlation between AGPO initiative with local firm's initiative. The results further showed that the level of preference had weak relationship with performance of construction projects in the county. However, AGPO (R=0.530) and local firms' initiative (R=0.565) had moderate correlation with performance of construction projects in Kericho County.

4.5.2 Regression of AGPO Initiative on Performance of Project

Simple linear regression analysis model 1 was adopted in testing the relationship between AGPO preference-reservation procurement initiative and performance of construction project in Kericho County. The summary model of AGPO against performance of construction project results were presented in Table 4.6.

Table 4.6: Summary Model of AGPO Initiative and Performance of Project

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics | | | Sig. F Change |
|-------|-------------------|----------|-------------------|----------------------------|-----------------|-------------------|-----|-----|---------------|
| | | | | | | F Change | df1 | df2 | |
| 1 | .530 ^a | .281 | .272 | .84229 | .281 | 31.602 | 1 | 81 | .000 |

a. Predictors: (Constant), AGPO

According to the results there existed a moderate correlation between AGPO initiative and performance of construction projects in Kericho County (R=0.530). AGPO initiative contributed to 28.1% variation in performance of construction projects, however, 71.9% of the variation was due to other factors (R Square =0.281). The results further showed that AGPO initiative had significant influence on the performance of construction project (F Change =31.612, P=0.000<0.05).

Table 4.7: Beta Coefficient of AGPO Initiative and Performance of Project

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.476 | .299 | | 4.944 | .000 |
| | AGPO (X ₁) | .584 | .104 | .530 | 5.622 | .000 |

a. Dependent Variable: Performance of Construction Projects (Y)

The beta coefficient results indicated that AGPO initiative and performance of construction projects was given as;

$$Y = 1.476 + 0.584X_1$$

This implied that a unit increase in AGPO initiative (X₁) had 58.4% positive increase in performance of construction project (Y) since β₁=0.584 and P=0.000<0.05. This results further showed that AGPO initiative had a positive significant effect on the performance of construction projects in Kericho County.

4.5.3 Regression of Local Firms Initiative on Performance of Project

The study also sought to establish whether the local firm's initiative had significant influence on performance of construction projects in Kericho County. The results were obtained using a simple regression analysis between local firm's initiative and performance of project. The summary model 2 results of this relationship were presented in Table 4.8.

Table 4.8: Summary Model of Local Firms Initiative and Performance of Project

| Model | R | R Square | Adjusted R Square | Std. Error | Change Statistics |
|-------|---|----------|-------------------|------------|-------------------|
|-------|---|----------|-------------------|------------|-------------------|

| | Square | R Square | of the | F | | | | | |
|---|-------------------|----------|----------|----------|--------|--------|-----|-----|--------|
| | | | Estimate | R Square | Change | e | df1 | df2 | Sig. F |
| | | | | Change | | | | | Change |
| 2 | .565 ^a | .319 | .310 | .81965 | .319 | 37.908 | 1 | 81 | .000 |

a. Predictors: (Constant), LF

Table 4.8 results revealed that there existed a moderate relationship between local firm's initiative and performance of construction project in Kericho County (R=0.565). 31.9% of the variation in performance of construction project was associated with local firm's initiatives, however, 68.1% was due to other factors (R Square =0.319). Finally, the study showed that local firms initiative had a significant impact on performance of construction projects.

Table 4.9: Beta Coefficient of Local Firms Initiative and Performance of Project

| Model | | Unstandardized Coefficients | | Standardized | t | Sig. |
|-------|----------------|-----------------------------|------------|--------------|-------|------|
| | | B | Std. Error | Coefficients | | |
| 2 | (Constant) | 1.450 | .278 | | 5.206 | .000 |
| | X ₂ | .532 | .086 | .565 | 6.157 | .000 |

a. Dependent Variable: Performance of Construction Project (Y)

According to the results the relationship between local firm's initiative (X₂) and performance of construction projects (Y) were given as follows;

$$Y = 1.450 + 0.532X_2$$

The results revealed that a unit increase in local firm initiative had 53.2% increment in performance of construction project in Kericho County ($\beta_2=0.532$, $P=0.000<0.05$). Notably, there was a positive significant relationship between local firm's initiative and performance of construction projects in the County Government of Kericho.

4.5.3 Regression of Preference-Reservation Procurement Initiative on Performance of Project

A multiple linear regression analysis model 3 was to examine whether the collective effect of AGPO and local firm's initiative which forms preference-reservation procurement initiative had a significant influence on performance of projects in Kericho County.

Table 4.10: Summary Model of Preference-Reservation procurement Initiatives on Performance of Project

| Model | R | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | Sig. F Change | |
|-------|-------------------|-------------------|----------------------------|-------------------|----------|-----|---------------|------|
| | | | | R Square | F Change | df1 | | df2 |
| 3 | .583 ^a | .339 | .81222 | .339 | 20.548 | 2 | 80 | .000 |

a. Predictors: (Constant), AGPO (X₁), Local Firms Initiative (X₂)

According to the summary results of Model 3 there existed a moderate relationship between the preference-reservation procurement initiative (AGPO and Local firms) and performance of construction projects (R=0.583). The collective effect of AGPO and Local firms' initiative contributed to 33.9% increase in variation of construction project performance while other factors contribution 66.1% (R Square =0.339). Additionally, the preference-reservation procurement initiatives had significant influence on the performance of construction project (P=0.000<0.05).

Table 4.11: Beta Coefficient and Significance of Preference-Reservation Initiative on Performance of Project

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|----------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 3 | (Constant) | 1.273 | .298 | | 4.273 | .000 |
| | X ₁ | .252 | .160 | .229 | 1.578 | .048 |
| | X ₂ | .364 | .136 | .386 | 2.666 | .009 |

a. Dependent Variable: Performance of Construction Projects

The beta coefficient table was used to test the significance preference-reservation initiative and performance of construction projects.

$$Y = 1.273 + 0.364X_1 + 0.252X_2$$

According to the results both AGPO and Local firm's initiative were significant where a unit increase resulted in to 36.4% and 25.2% to the performance of construction projects in Kericho County. The results further indicated that local firms' initiative was more successful in increasing the performance of construction project in Kericho County than the AGPO initiative. Therefore, there is need for AGPO initiative to be reviewed and sufficient support given to youth, women and persons

with disability so as to have equal ability with the local firm's contractors and foreign contractors.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section provides summary and discussion of the results obtained from the field work. This forms the basis for developing conclusions and recommendations of the study. The section also provides suggestions for further areas of investigations.

5.2 Summary of the Findings

The summary of findings is presented in the following subsections;

5.2.1 Level of Implementation of Preference Reservation Procurement in the County

The study examined the level of participation in preference reservation procurement initiatives in Kericho County across different demographic groups. The results revealed that 24.1% of respondents had a moderate level of youth participation, with a mean score of 2.77, indicating slightly below-average involvement. In comparison, 38.6% of respondents exhibited a moderate level of women's participation, with a mean score of 2.73, suggesting slightly more youth than women were involved, but both groups fell below average. Persons with disabilities had the lowest participation as 36.1% registered low involvement, and a mean score of 2.30 indicated their minimal consideration in preference reservation procurement initiatives. Regarding business participation, 28.9% of respondents showed a moderate level of involvement of small and micro enterprises, with a mean of 2.87 slightly below average. Citizen and local contractors demonstrated high participation, as 38.6% revealed, with a mean score of 3.53 indicating a robust involvement in preference reservation initiatives. However, joint-venture or subcontractor participation was lower, with 28.9% showing low involvement and a mean score of 2.72, suggesting below-average participation in this specific category.

5.2.2 Access to Government Procurement Opportunities (AGPO) Initiative

The study's results shed light on various aspects of the county's consideration and support for youth, women, and persons with disabilities (PWDs) in construction opportunities. A notable finding is that 43.3% agreed that the county considers 30% of construction opportunities for these groups, while 35.0% disagreed. The mean of

3.06 suggests a slightly higher proportion acknowledging such opportunities. However, flexibility in procedures for these groups was perceived as lacking, with 39.8% disagreeing and a mean of 2.89 indicating inflexibility. The prequalification process seemed more inclusive, with 59.1% agreeing that it did not exclude youth, women, and PWDs, supported by a mean of 3.41. Sufficient advertisement of tenders reserved for these groups through the county website received a mixed response, with 42.2% agreeing and 33.8% disagreeing, and a mean of 3.12 implying a slight emphasis on adequate advertisement. Notably, there were concerns regarding financing, allocation of high-value projects, and timely payment for AGPO firms, with a majority expressing disagreement and mean scores around 2.04, indicating challenges in these areas and suggesting room for improvement in facilitating youth, women, and PWDs in participating effectively in preference reservation public procurement. Further results indicated that AGPO initiative had positive significant impact on performance of construction projects in County Government of Kericho ($\beta_1=0.584$, $P=0.000<0.05$).

5.2.3 Local Firms Initiatives

The study's results revealed mixed perceptions regarding the execution of projects under the preference reservation initiative in terms of budget adherence, timeliness, completion rates, adherence to recommendations by county engineers and monitoring officers, and overall project quality. A notable finding was that a significant portion of respondents disagreed that projects were executed within the desired budget, as indicated by the mean of 2.98, suggesting that projects often exceeded the budgeted costs. The timeliness of projects was also a concern, with a higher proportion disagreeing that projects were completed within the scheduled time, as reflected in the mean of 2.86, implying delays beyond set schedules. Additionally, the completion rates of projects under the preference-reservation procurement initiative were perceived to be below average, with a mean of 2.90. While respondents generally agreed that the projects adhered to the recommendations of county engineers and monitoring officers, challenges related to time and cost constraints were noted. However, there was a more positive response regarding the improvement in the quality of projects under the initiative, with a mean of 3.25 indicating that the work was generally considered acceptable. These findings suggest a need for attention to budget management, timeliness, and addressing challenges while maintaining and

building on the positive aspect of improved project quality. Finally, the results revealed that local firm's initiative had positive significant impact on the performance of project ($\beta_2=0.532$, $P=0.000<0.05$).

5.2.4 Performance of Construction Projects

The study's results shed light on the execution of projects under the preference reservation initiative in Kericho County Government. A notable proportion of respondents (24.1%) disagreed that the projects were executed within the desired project budget and costs, with a mean score of 2.98 suggesting projects were below average in terms of budget adherence. Similarly, a larger percentage (38.6%) disagreed that projects were completed within the scheduled time, supported by a mean of 2.86, indicating delays beyond set schedules. The completion rates of projects under the preference-reservation procurement initiative were perceived as below average, with 36.2% disagreeing and a mean score of 2.90. Respondents expressed mixed views on whether construction projects were executed as recommended by county engineers and monitoring officers, with 43.4% agreeing and 22.9% disagreeing, and a mean of 3.37 implying above-average adherence to project scope despite challenges in time and cost constraints. Additionally, opinions on the improvement in project quality were divided, with 44.6% agreeing and 31.3% disagreeing, yet the mean score of 3.25 indicated that the quality of work through the preference-reservation procurement initiative was considered above average and acceptable.

5.3 Discussion of findings

The discussion of each objective is as follows;

5.3.1 Level of Preference Reservation Opportunity in the County

The study findings reveal a nuanced pattern of participation in preference reservation initiatives within Kericho County. The overall participation was characterized as moderate, with youth and women falling slightly below average levels of engagement. Persons with disabilities exhibited the lowest involvement, signaling a need for increased attention and consideration in preference reservation initiatives. Small and micro enterprises demonstrated a moderate level of participation, and local contractors displayed a high level of engagement. However, joint-venture or subcontractor participation was comparatively lower, indicating a potential area for

improvement. These results align with the empirical literature, suggesting that preference reservation procurement initiatives can have varying degrees of effectiveness across different demographic and business categories.

In the context of the literature, the findings from Kericho County Government align with the studies that emphasized the complexities and challenges in preference reservation initiatives. The literature doesn't directly mirror the Kericho study but provides a broader understanding of challenges and potential solutions. For instance, the study by Owiti & Kihara (2017) assessed factors affecting the implementation of preference-reservation procurement initiatives in Kenya Railways Corporation, emphasizing the positive influence of organizational culture, legislation framework, and procurement staff professionalism. While these factors were not directly investigated in the Kericho study, the broader context suggests that addressing such elements could potentially improve participation levels, especially for underrepresented groups like persons with disabilities.

5.3.2 Access to Government Procurement Opportunities (AGPO) Initiative

In relation to the current study on Kericho County preference reservation initiative, the findings suggest a parallel concern about the mixed perception of the county's commitment and the identified challenges in areas such as budget adherence, timeliness, and allocation of high-value projects. While the empirical literature primarily focuses on procurement policies and access, the proposed study expands the scope by examining the impact of the preference reservation initiative on the performance of construction projects in the county government. The findings from these studies collectively highlight the importance of effective implementation, strict regulation, and addressing challenges to optimize the impact of preference reservation policies in the public sector.

The empirical literature provides valuable insights into the impact of preference reservation policies on various groups, particularly women, youth, and persons with disabilities (PWDs), in the context of public procurement. Oluka, Okoche, and Mugurusi's (2020) study in Uganda emphasized the significant influence of procurement policies on contract management, evaluation criteria, and the competitiveness of women-owned businesses. Lagat, Namusonge, and Berut (2016) focused on Kenya, assessing factors affecting youths, women, and PWDs in accessing

procurement opportunities. They found that financial resources, procurement procedures, enforcement, and compliance significantly contributed to access. Kituyi, Oketch, Namusonge, and Sakwa (2017) explored the effect of procurement reservation practices in Kenyan public institutions, emphasizing that strict regulation and compliance are essential for optimal implementation. Kimemia and Senelwa's (2019) study investigated institutional factors affecting the implementation of preference and reservation policies among special group suppliers in Kenyan state corporations. They highlighted the positive impact of management support and professionalism on implementation. Therefore, the current study concludes that access to government procurement initiative had positive significant impact on the performance of county projects.

5.3.3 Local Firms Initiatives

The findings revealed that there was significant impact of the local firm initiative on the performance of county projects. However, concerns emerged regarding budget adherence and timeliness, with projects often exceeding budgeted costs and experiencing delays. The below-average completion rates also indicate a need for improvements in project management and scheduling. Despite challenges related to time and cost constraints, there was a positive acknowledgment of projects adhering to the recommendations of county engineers and monitoring officers. Moreover, respondents expressed a more favourable view of the improvement in project quality, suggesting that efforts in this aspect have been relatively successful. The overall emphasis is on addressing challenges in budget management and timeliness while capitalizing on positive trends in project quality to enhance the overall effectiveness of the local firm initiative.

Comparatively, the empirical literature provides insights into similar themes but within different contexts. Amoah & Shakantu (2017) in Ghana explored the effectiveness of preference policies in promoting the local construction industry. Their findings indicated that preference policies had no significant influence on awarding government contracts to local construction firms, partly due to subcontracting to foreign firms. In contrast, the current study shows that local firms initiative had positive significant influence on performance of construction projects. Owiti & Kihara (2017) assessed factors affecting the implementation of preference-reservation procurement initiatives in Kenya Railways Corporation, highlighting the

positive influence of organizational culture, legislation framework, and procurement staff professionalism.

Lastly, Odhiambo & Kwasira (2019) investigated the determinants of successful procurement contract awards in Migori County Government in Kenya, emphasizing factors like bidding requirements, contractual capacity, and financial capacity. While this study focuses on successful procurement of construction projects, the current study showed that the performance of construction projects was significantly affected by preference reservation procurement initiative.

5.4 Conclusions

The conclusions were discussed as per the study objectives in the following subsections;

5.4.1 Level of Preference Reservation Procurement Initiatives in the County

The study concluded in the first objective that there was low level of implementation of AGPO initiative, however, the local firms' initiative was better in uptake of preference reservation procurement initiatives within Kericho County. Therefore, contractors demonstrated robust involvement in preference reservation procurement while the overall participation of youth, women, persons with disabilities, small and micro enterprises; and joint-venture or subcontractors fell either slightly below or significantly below average. These implies that there is need to target on improvement and inclusivity efforts within the preference reservation procurement framework to ensure a more equitable and effective system that benefits a wider range of stakeholders. Addressing the disparities in engagement across these groups can enhance the overall effectiveness of preference reservation procurement initiatives in Kericho County and promote economic and social inclusivity.

5.4.2 Access to Government Procurement Opportunities (AGPO) Initiative

The study concluded that Access to Government Procurement Opportunities initiative significantly affect the performance of county construction projects. A significant finding is the mixed perception regarding the county's commitment to allocating 30% of construction opportunities to the special groups, with both agreement and

disagreement expressed by respondents. While there seems to be a slightly higher acknowledgment of such opportunities, concerns arise about the inflexibility of procedures for youth, women, and PWDs. The prequalification process is perceived as more inclusive, indicating a positive aspect of the county's approach. However, challenges are evident in areas such as advertising tenders through the county website, financing assistance, allocation of high-value projects, and timely payment for AGPO firms. These results underscore the need for improvement in addressing the identified challenges to enhance the effective participation of youth, women, and PWDs in preference reservation public procurement within the county.

5.4.3 Local Firms Initiatives

In the third objective, the study concluded that local firm initiative had significant effect on performance of county projects. Consequently, concerns emerged regarding budget adherence and timeliness, with a substantial portion of respondents expressing dissatisfaction, implying that projects often exceeded budgeted costs and experienced delays. The perceived below-average completion rates of projects under the initiative explains the need for improvements in project management and scheduling. Despite challenges related to time and cost constraints, there was a positive acknowledgment of the projects adhering to the recommendations of county engineers and monitoring officers. Encouragingly, respondents expressed a more favourable view regarding the improvement in project quality, suggesting that efforts in this aspect have been more successful. These emphasize the importance of addressing challenges in budget management and timeliness while capitalizing on positive trends in project quality to enhance the overall effectiveness of the preference reservation initiative.

5.5 Recommendations of the Study

The following are the recommendations of the study;

- i. Implement targeted programs and awareness campaigns to increase the participation of youth, women and persons with disabilities. Create mentorship opportunities and support networks to empower them to become actively involved in Preference Reservation Procurement Initiatives. Develop specific policies to address the minimal participation of persons with disabilities. Ensure that the preference reservation framework considers and supports the unique needs and capabilities of this demographic group. In addition, clearly

communicate and reinforce the county's commitment to allocating 30% of construction opportunities to youth, women, and persons with disabilities (PWDs) to enhance transparency and understanding among stakeholders.

- ii. Establish capacity-building programs and financial assistance initiatives to uplift the involvement of small and micro enterprises. These measures can help them achieve above-average participation levels and contribute more significantly to the local economy. Explore and implement mechanisms to provide financial assistance, particularly in facilitating LPO financing, to overcome challenges identified in this area and support the active participation of marginalized groups. Address concerns about timely payments for AGPO firms by streamlining payment processes and ensuring prompt remittances to encourage continuous engagement and participation in preference reservation procurement initiatives.
- iii. Investigate the factors contributing to the lower participation of joint-venture or subcontractors. Identify obstacles and work collaboratively with these entities to develop strategies that promote their engagement and contribution to preference reservation programs. Involve various stakeholders, including county government, businesses, and community organizations, in the ongoing refinement and optimization of the preference reservation procurement framework. This collaborative approach can lead to more informed and effective policy adjustments.
- iv. Implement a robust monitoring and evaluation system to continually assess and improve on implementation levels of preference reservation procurement initiatives. Regularly measure and report participation levels across all demographic and business categories to ensure progress and equitable distribution of opportunities. Establish a system for continuous monitoring and improvement across all aspects of preference reservation initiatives, using feedback and data to adapt strategies and enhance the overall effectiveness of these programs. Strengthen monitoring and evaluation mechanisms to continually assess and improve the adherence to recommendations by county engineers and monitoring officers, ensuring that projects align with professional standards.
- v. Address concerns about the inflexibility of procedures for youth, women, and PWDs in construction opportunities by implementing measures that recognize

and accommodate their unique needs within the county's processes. Build upon the positive perception of inclusivity in the prequalification process, ensuring continuous monitoring and improvement to create an environment that supports the effective participation of marginalized groups. Develop strategies to enhance the visibility and accessibility of tender opportunities reserved for youth, women, and PWDs through the county website, aiming for more effective communication and broader reach. Reevaluate the allocation of high-value construction projects to ensure a fair distribution among youth, women, and PWDs, fostering equal opportunities and representation in significant undertakings.

- vi. Implement measures to enhance budget management within the preference reservation initiative, addressing concerns raised by respondents regarding projects exceeding budgeted costs. Develop strategies to improve project timeliness and addressing delays beyond set schedules. This may involve streamlining processes, establishing realistic timelines, and closely monitoring project progress. Focus on improving project management and scheduling to raise the perceived completion rates of projects under the preference reservation initiative, ensuring a more efficient and effective execution. Tackle challenges related to time and cost constraints by implementing measures that optimize resource utilization, streamline processes, and ensure efficient project execution.
- vii. Build on the positive acknowledgment of improved project quality by implementing and reinforcing quality assurance measures within the preference reservation initiative thus ensuring that project outcomes consistently meet or exceed acceptable standards. Foster effective collaboration and communication among stakeholders involved in the preference reservation initiative and in this way promote a shared understanding of project goals, timelines, and resource requirements. Invest in capacity-building initiatives for project teams involved in the preference reservation initiative, ensuring that they possess the necessary skills and knowledge to manage projects effectively. Implement adaptive strategies based on continuous feedback and assessment, allowing for the flexible adjustment of project management approaches to address evolving challenges and opportunities. Facilitate knowledge sharing and dissemination of best

practices within the preference reservation initiative, enabling project teams to learn from successful experiences and improve overall project outcomes.

5.6 Suggestion for Further Research

The study suggests further research studies on establishing factors that affect participation of marginalised groups in preference-reservation procurement due to their low participation in public procurement despite the county allocating tenders to the public.

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APPENDICES

Appendix I: Questionnaires

Instruction: Please tick the appropriate choice.

Section A: Level of implementation of Preference Reservation Procurement Initiatives in the County

Where the following initials stands for:

VLL- Very Low Level, **LL-** Low Level; **ML-** Moderate Level; **HL-**High Level;
VHL-Very High Level

| Preference Reservation Procurement Initiative | VVL=1 | LL=2 | ML=3 | HL=4 | VHL=5 |
|--|--------------|-------------|-------------|-------------|--------------|
| What is the level of participation of youth in preference reservation initiative? | | | | | |
| What is the level of participation of women in preference reservation initiative? | | | | | |
| What is the level of participation of person with disability in preference reservation initiative? | | | | | |
| What is the level of participation of small enterprises and micro enterprises, in preference reservation initiative? | | | | | |
| What is the level of participation of citizen and local contractors in preference reservation initiative? | | | | | |
| What is the level of participation of citizen contractors with joint-venture or subcontractors in preference reservation initiative? | | | | | |

Section B: Access to Government Procurement Opportunities (AGPO) Initiative

Where the following initials stands for:

SD- Strongly Disagree; **D-** Disagree; **N-**Neutral; **A-**Agree and **SA-** Strongly Agree

| Preference Reservation Initiative | SD=1 | D=2 | N=3 | A=4 | SA=5 |
|---|-------------|------------|------------|------------|-------------|
| The county considers 30% of the construction opportunities to youths, women and persons with disability. | | | | | |
| The county government of Kericho have made flexible procedures when dealing with youths, women and persons with disability. | | | | | |
| The county government ensures that tender prequalification process do not remove youth, women and persons with disability. | | | | | |
| The county have provides sufficient advertisement of tenders reserved for youth, women and PWDs through county website. | | | | | |
| The county assists the youth, women and PWDs in attaining LPO financing at competitive rates. | | | | | |
| Some youth, women and PWDs are given high value construction contracts in the county government. | | | | | |
| AGPO firms are paid on time to encourage them participate continuously in tenders. | | | | | |

Section C: Local Firms Preference Reservation Initiative

Where the following initials stands for:

SD- Strongly Disagree; **D-** Disagree; **N-**Neutral; **A-**Agree and **SA-** Strongly Agree

| Local Firms Preference Reservation Initiative | SD=1 | D=2 | N=3 | A=4 | SA=5 |
|---|-------------|------------|------------|------------|-------------|
| Local firms are preferred than foreign firms in construction contracts in Kericho County. | | | | | |
| The County supports local firms through linking them to sustainable LPO financing. | | | | | |
| The county have graded the local firms based on their records of accomplishment in tendering. | | | | | |
| The county has institutionalized the local firms' preference reservation initiative. | | | | | |
| Local firms with good records of accomplishment are allocated high profile construction projects. | | | | | |
| There is continuous improvement in payment of local contractors to improve their performance. | | | | | |
| The county has improved their tender procedures to allow local contractors to win tenders. | | | | | |
| There is an improvement of county policies on preference to local firms in construction projects. | | | | | |

Section C: Performance of Construction Projects

| Performance of Construction Projects | SD=1 | D=2 | N=3 | A=4 | SA=5 |
|--|-------------|------------|------------|------------|-------------|
| Projects executed through preference reservation initiative are done within the desired project budget and costs. | | | | | |
| These projects are done within the scheduled time as set by the county. | | | | | |
| There is a high completion rate of projects done under preference-reservation procurement initiative as compared to the normal ones. | | | | | |
| These construction projects are done as recommended by the county engineers as well as monitoring and evaluation officers. | | | | | |
| There is an improvement in the quality of projects done through preference-reservation procurement initiative. | | | | | |