

**FACTORS INFLUENCING IMPLEMENTATION OF ONE THIRD  
TENDER POLICY AMONG YOUTH ENTEPRENEURS IN HOMA  
BAY COUNTY KENYA**

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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL  
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF  
THE DEGREE OF MASTER OF ARTS IN PROJECT PLANNING  
AND MANAGEMENT, OF THE UNIVERSITY OF NAIROBI**

**2018**


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## DECLARATION

This research report is my original work and has never been presented for a degree or any award in any other university.


Signature.....

Date...8/8/2018.....

**Magwanga Joseph Oyugi**

**L50/85403/2016**

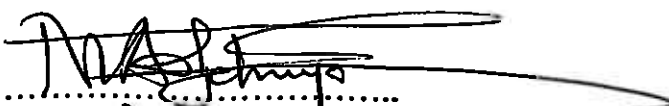
This research project has been submitted for examination with our approval as the University Supervisors.

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## **DEDICATION**

**This study is dedicated to my spouse, Janet Magwanga, my children Rawlings Ochieng, Young Ronny Malago and Marion Devoter Awuor for their sacrifice, encouragement and support during the entire process of my studies.**

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

**CCPP:** Chinese Consortium of Project Professionals

**ADB:** African Development Bank

**UN:** United Nations

**NGOs:** Non-Governmental Organizations

**CDF:** Constituencies Development Fund

**RBV:** Resource based view

**SPSS:** Statistical Packages for Social Scientists

## **ABSTRACT**

The purpose of this study was to investigate factors influencing implementation of one third tender policy in government contracts among the youth entrepreneurs in Homa Bay County. The study was informed by the objectives; to investigate the extent to which access to resources, technical capacity, tender management procedures and access to information influence implementation of one third tender policy in government contracts among the youth entrepreneurs in Homa Bay County. The study was grounded on the basic assumptions that procurement management systems are being adopted by the various government departments, the final selected sample was to be a true reflection of the salient characteristics of the target population; respondents were to give information truthfully and objectively and that the data collection instruments were valid and reliable in taking the expected measures. Moreover, the study was grounded on the Behavioral theories that help project implementers to understand why people behave the way they do. On methodological aspects, descriptive survey research design was used as the study seeks to offer an insight into factors that influence implementation of one third tender policy in government contracts among the youth entrepreneurs. The study targeted a total of 1221 youth entrepreneurs registered and prequalified to participate in the implementation of different public projects in the county, from where a sample size of 244 respondents was selected using stratified random sampling techniques. Data was collected using questionnaire whose validity and reliability was ascertained to ensure collection of relevant information. Data was analysed using descriptive statistics such as, frequency table and percentages aided by Statistical Packages for Social Scientists (SPSS) and presented using frequency distribution tables. A total of 213 questionnaires were returned making an 87.3% returned rate that was deemed good proper for the study. Study findings established that; influence of government sensitization on tendering was key to enhanced participation in one third tendering and that youths needed capacity building programs on tendering in Homa Bay County to be able to understand government policies and tendering procedures. Access to information spotted in gaps was required provided to enhance youth participation in government tenders. Further, the findings revealed that most young people entrepreneurs fail to participate in government tenders because they lack information. Moreover, the study established that most youth were not well acquainted with procurement language and procedures. It was also established that the Government has not provided adequate access to information on tenders for special groups. Government institutions have not sufficiently enlightened women bidders on procurement systems on a regular basis through training. Nevertheless, the study established that public procurement system was not complex, costly and time consuming to deter youth from participating. The study recommends sensitization among the youths on one third tender policy in government contracts and new strict measures be put in place to ensure that integrity of the tender processing procedures is restored among procurement entities.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1. Background of the study**

Globally, several countries encounter challenges resulting from the ever-changing labor environment and inequality, so much such that, majority of the youth are frequently faced with acute unemployment, level of training and special competencies notwithstanding. Both private and informal sectors have been encouraged to close the gap as the government efforts have been inadequate in addressing the glaring unemployment, Woods (2014).

One of the most current strategies that governments prefer for addressing the state of affairs has been rolling out policies geared towards creating fairness in accessing employment and business opportunities in the package of the affirmative action. Despite this acknowledgement, it is a common phenomenon that effective implementation of the affirmative action still remains a tall order for many developing countries, leaving most youths, women, people with disability and other disadvantaged constituents in conditions of neglect, Rhuomet (2015).

According to Frank (2016), effective implementation of the affirmative action demands that different government departments become aware of the determinants of addressing inequality within the confines of their scope of operations, taking care of the youth and other economically disadvantaged lot in recruitment for employment and government tenders so as to give them hope in life. With its focus on the implementation of equality policies in government tendering in China, Hajewah (2015) observed that effective implementation of the affirmative action demanded that

the youth be empowered through training to acquire competitive skills and knowledge that are considered crucial in managing technical tasks and business activities in order to gain competitive advantage over other key players in the concerned area of operation.

Whereas Hajewah emphasizes on training as the greatest factor for gainful implementation of the affirmative action, Donald (2014) on the other hand, a corporate manager with the Chinese Consortium of Project Professionals (CCPP) believes that effective implementation of affirmative action is a prerequisite of training in latest skills in different technical areas and entrepreneurship, access to vital government information through awareness creation programmes, access to resources and prudent governance of public policies.

Giving his experience in the implementation of affirmative action in awarding government contracts to the youth in Brisbane, Australia, Malia (2016), observed that most youths lacked the necessary skills, experience, resources and vital information to undertake complex government contracts, as these contracts require people with the most modern and competitive skills who often perform in strong work teams steered by managers with the best communication skills to influence the behavior of teams to focus on the objectives of such interventions.

While working as a procurement officer in charge of the implementation of privatization infrastructure projects for the Oshawals in India's cottage industry, Java (2017), noted that massive government contracts are often sensitive and completion challenges and probability of risks must be assessed to ensure value for money invested in public projects. On this account, the youth with fewer skills in public



affairs always fail to measure up to the project requirements. Besides, government contracts are done to full completion before payments are affected; hence those with attractive financial rating take the first lane in winning such contracts.

Studying factors influencing implementation of affirmative action in government contracts in Spain, Aurela (2014) observed that success in the implementation entails equipping the youth with the latest and competitive skills and knowledge in execution of technical aspects of the project work. He added that young people, who are properly endowed with adequate project resources, as well as informed on the current and emerging issues in entrepreneurial information, prove an invaluable asset for contract award.

Seen in the perspective of Lorrain (2013), implementation of equalization policies in awarding government contracts to the disadvantaged constituents has often had unique challenges in American public business initiatives. She notes that policy governance should be favorable to the youth with innovative mindset in adding value through entrepreneurship; prior funding of government contracts and crucial information on tendering is provided to keep the citizens fully informed on issues to do with public business.

Thondikho (2014), in a study focusing on factors influencing implementation of public policy of equivalence in public infrastructure contracts in Zambia, indicates that youth empowerment initiatives must be emphasized to ensure that the requisite skills and competencies needed in technical work are attained, substantial resources to be invested in the works are availed and the process of awarding contracts made transparent to give grounds for fair competition to all interested parties.

Specializing in the management of infrastructure projects in the public sector in south Africa, Derine (2016) noted that empowerment of the project team and all the project beneficiaries was considered the greatest success factor in the implementation of infrastructure projects. He indicated that such projects required much more funds than other projects and therefore skilled personnel must be recruited to perform specialized activities professionally, lest resources be misused with disastrous project consequences.

With its focus on the implementation of public equality policies in awarding contracts to the youth in west Africa, stretching from Senegal, Burkina Faso, and Nigeria, Manane (2015) noted that the critical ingredients of implementation entail empowerment parameters of the general youth participants. He outlines the aspects of empowerment as raising sufficient resources, acquisition of relevant knowledge in public works, accessibility to information necessary for decision making in change management and effective leadership offered by each category of the teams.

In Rwanda, the country' reconstruction public sector projects were initiated by initially empowering the youth through training and adequate resource mobilization, supported by the UN, Moris (2013). Having been greatly devastated by the genocide, the country supplemented the efforts of the international community by embarking on intensive empowerment initiatives through the modern project management approach, Menjo (2012). In this effort, training of project teams was emphasized, resources were aggressively mobilized and generated information regularly provided to guide the project team in taking strategic decisions in order to effectively implement the reconstruction projects.

In the neighboring Somali and Southern Sudan, The African Development Bank (ADB) supported projects operated on a policy of reconstruction using the disadvantaged groups, especially women, youth and persons with disability as being fundamental to project implementation for sustained gains in their reconstruction efforts, Omar (2013). In such endeavors, training of project teams was emphasized, in addition to prudent management of the project resources, as infrastructure projects are known to consume massive funds.

In Kenya, as a result of the promulgation of the Kenya Constitution (2011), the one third policy that offers hope for the youth, women and persons with disability is emphasized in awarding government contracts through competitive tendering process. Surveys conducted on the status of implementation of this policy in the public sector often reveal numerous cases of public dissatisfaction, Rading (2015).

In Bungoma County, Nanjala (2014) reporting from a survey conducted on the status of the implementation of one third policy in government contracts being preserved for the youth indicated that most youths were unable to win the contracts due to lack of the basic project execution skills, lack of adequate resources and unfavorable tender management procedures. Besides, in Kasipul Constituency, Onuonga (2015), noted that the CDFC team ensured that one third tender policy was being observed in awarding contracts to the youths, women and persons with disability, yet very few often turn up for the tenders.

## **1.2. Statement of the Problem**

Giving a survey on the status of implementation of one third policy in awarding government contracts to the youth in Homa Bay County, Odhiambo (2015) observed

that the face of youths, women and persons with disability were still absent in such government projects, yet the law requires that they be recognized.

In the arena of modern development, it is recommended that concerted efforts be stepped up to involve diverse stakeholders regardless of their status in society, while simultaneously observing fairness in public contracts to eliminate dependency syndrome that characterizes the trademark behavior of the poor, turn them into development initiators hence contributes to the improvement of their own lot, Ojala (2014). However, more often government contracts in Homa Bay County are awarded in total disregard of the one third policy, predisposing the youth to unfair competition that subsequently forces them out of business.

In Homa Bay County, devolved government projects- a creation of the 2010 constitution that outlines implementation of the affirmative action as a democratic model of development through people involvement, equally face unique bottlenecks attributed to policy implementation gaps and two years down the line, most of the ambitious devolved government project initiatives have reduced youths into passive observers, Aoko (2015). This study therefore sought to investigate factors influencing implementation of one third tender policy in government contracts among the youth entrepreneurs in Homa Bay County.

### **1.3. Purpose of the study**

The purpose of this study was to investigate factors influencing implementation of one third tender policy among the youth entrepreneurs in Homa Bay County.

#### **1.4. Objectives of the study**

The study was guided by the following objectives:

1. To evaluate the extent to which access to resources influence implementation of one third tender policy among the youth entrepreneurs in Homa Bay County.
2. To assess the influence of technical capacity on implementation of one third tender policy among the youth entrepreneurs in Homa Bay County.
3. To examine the extent to which tender management procedures influence implementation of one third tender policy among the youth entrepreneurs in Homa Bay County.
4. To determine the influence of access to information on implementation of one third tender policy among the youth entrepreneurs in Homa Bay County.

#### **1.5. Research Questions**

The study sought offer answers to the following research questions;

1. To what extent does access to resources influence implementation of one third tender policy among the youth entrepreneurs in Homa Bay County?
2. What is the influence of technical capacity on implementation of one third tender policy among the youth entrepreneurs in Homa Bay County?
3. How do tender management procedures influence implementation of one third tender policy among the youth entrepreneurs in Homa Bay County?
4. To what extent does access to information influence implementation of one third tender policy among the youth entrepreneurs in Homa Bay County?

## **1.6. Significance of the Study**

It's believed that the results of the study would be of great significance to various government departments managing procurement processes in the implementation of public projects in Homa Bay County, in particular and any other persons engaged in different projects in the country, in general. In the light of this eventuality, the study seeks to offer insights into adoption of superior development practices by creating opportunities for the youth to widen the scope of public participation for sustainable development.

Besides, the study may also be significant to the central government in formulating and strengthening regulations for effective implementation of the affirmative action in award of tenders for public projects, hence opening channels in the project approach as an alternative employment opportunity at the community level geared in addressing the economic challenges in the country.

Moreover, the study may also benefit other project development partners at the community level such as the Non-Governmental Organizations (NGOs) and other donors to adopt suitable measures for gainful project implementation through involvement of the disadvantaged constituents such as the youth, women and persons with disability for sustainable development.

## **1.7. Limitations of the Study**

The study was limited by many factors, as public policies are normally implemented in a complex environment, prone to resistance to change and implemented under pressure to deliver a working outcome. In the light of this reality, the fluctuating

weather conditions in Homa Bay County limited the study, given that it was undertaken during the season of long rains. This state led to a situation in which most roads may remain impassable for long hence it was difficult to access the respondents during data collection.

The study was also limited by insufficient resources for developing the data collection instruments, in addition to meeting other research related expenditures. As is customary of any human endeavors, the study was also be limited by unwillingness of some respondents in giving information as a consequence of unexplained fear, while others chose to give false information deliberately. Given the fact that this study was also investigative in nature, coupled with the prevailing feeling in the county that the one third policy had not been well implemented, some key participants in the implementation of the policy hesitated in providing vital records.

However, these limitations overcome by employing strategies such as visiting respondents on motor bikes, operating within the budget and also informing to the respondents about the significance of the study, which was purely be academic, as well as disclosing statement of confidentiality between the researcher and the respondents that any information obtained would be treated with utmost confidentiality.

### **1.8. Delimitations of the Study**

The study was confined to the investigation of factors influencing implementation of one third policy in government contracts among the youth entrepreneurs in Homa Bay County. The policy guides procurement of public projects being implemented in the

entire eight Sub Counties in Homa Bay County such as, Homa Bay Town, Rangwe, Ndhiwa, Mbita, Suba, Karachuonyo, Kasipul and Kabondo Kasipul.

Moreover, the study targeted procurement of projects initiated by different government departments in Homa Bay County since the inception of devolved government dispensation in 2013.

#### **1.9. Basic assumptions of the Study**

The study was grounded on the basic assumptions that procurement management systems were being adopted by the various government departments, the final selected sample would be a true reflection of the salient characteristics of the target population; respondents would be willing to give information truthfully and objectively and that the data collection instruments would be valid and reliable in taking the expected measures.



### **1.10. Definition of Significant Terms as used in the study**

**One third tender policy:** a legislative instrument enacted to ensure that the disadvantaged groups are cushioned from competition in order to address cases of inequalities.

**Access to resources:** ability to obtain the necessary resources required in the implementation of an economic venture.

**Technical capacity:** ability to display specialized knowledge, skills and experiences required in performance of specific tasks.

**Tender management procedures:** describes activities undertaken in the tendering process and their sequencing against time.

**Access to information:** ability to obtain relevant information vital for improvement of a project intervention.

**Youth entrepreneurs:** registered and prequalified youths who go for the implementation of public projects.

### **1.11. Organization of the Study**

This study is organized in five chapters. Chapter one features background of the study, statement of the problem, purpose of the study and objectives of the study. It also outlines the research questions of the study, significance of the study, limitations of the study, in addition to basic assumptions of the study. Moreover, chapter one also

puts to focus delimitations of the study and definition of significant terms as used in the study.

In chapter two, a detailed review of literature on other studies that relate to implementation of devolved government infrastructure projects was undertaken. This chapter also highlights the theoretical framework and the conceptual framework of the study. Chapter Three presents the research methodology used in the study. These methodological aspects include research design, target population, sample size and sample selection.

Contained also in this chapter are data collection instruments, instruments pretesting, instruments validity and instruments reliability. Besides, this chapter also outlines methods of data collection, data collection procedures, methods of data analysis, Operationalization of the study variables and ethical issues in research. Chapter four deals with data analysis, presentation, interpretation and discussions, with chapter five featuring summary of findings, conclusions and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Introduction**

This chapter gives literature related to the study; it gives literature based on the following areas; access to resources, contract capacity, access to information and procurement management procedures on implementation of one third policy in government contracts among the youth. It also puts into perspective the theoretical framework, a conceptual framework and the summary of literature review.

#### **2.2. Overview of implementation of one third tender policy**

Cases of inequalities and discrimination in access to government services, employment opportunities and participation in mainstream economic development by the youth, women and people living with disability have been persistent in society for far too long, that the one third tender policies in government contracts seek to address. According to Woods (2014), several countries encounter challenges resulting from the ever-changing labor environment and inequality, so much such that, majority of the youth are frequently faced with acute unemployment, level of training and special competencies notwithstanding. Both private and informal sectors have been encouraged to close the gap as the government efforts have been inadequate in addressing the glaring unemployment.

One of the most current strategies that governments prefer for addressing the state of affairs has been rolling out policies geared towards creating fairness in accessing employment and business opportunities in the package of the affirmative action.

Despite this acknowledgement, it is a common phenomenon that effective implementation of the affirmative action still remains a tall order for many developing countries, leaving most youths, women, people with disability and other disadvantaged constituents in conditions of neglect, Rhuomet (2015).

Implementation of the one third tender policies in awarding government contracts to the youths has run into a lot of challenges, given that most of these contracts require massive funding, high skills and competency levels amid certain bureaucracies among most procuring entities, Charlo (2016). Moreover, the basic tendering procedures are also replete with much red tape which is often blamed for keeping the youth away from such initiatives.

Giving his experience in the implementation of affirmative action in awarding government contracts to the youth in Brisbane, Australia, Malia (2016), observed that most youths lacked the necessary skills, experience, resources and vital information to undertake complex government contracts, as these contracts require people with the most modern and competitive skills who often perform in strong work teams steered by managers with the best communication skills to influence the behavior of teams to focus on the objectives of such interventions.

According to Anabel (2015), entering into any contractual obligation with government agencies come with myriad challenges in the form of tender management procedures indicating that an entrepreneur must be registered as a company, obtain clearance from KRA and prequalified by different line ministries such as the department of roads and public works. Such tedious procedures have worked against

the implementation of the policies, given the impatient nature of the youths who respond by shying away.

With its focus on the implementation of equality policies in government tendering in China, Hajewah (2015) observed that effective implementation of the affirmative action demanded that the youth be empowered through training to acquire competitive skills and knowledge that are considered crucial in managing technical tasks and business activities in order to gain competitive advantage over other key players in the concerned area of operation.

Whereas Hajewah emphasizes on training as the greatest factor for gainful implementation of the affirmative action, Donald (2014) on the other hand, a corporate manager with the Chinese Consortium of Project Professionals (CCPP) believes that effective implementation of affirmative action is a prerequisite of training in latest skills in different technical areas and entrepreneurship, access to vital government information through awareness creation programmes, access to resources and prudent governance of public policies.

In the views of Frank (2016), effective implementation of the affirmative action demands that different government departments become aware of the determinants of addressing inequality within the confines of their scope of operations, taking care of the youth and other economically disadvantaged lot in recruitment for employment and government tenders so as to give them hope in life. In spite of this acknowledgement, procuring entities normally engage in lengthy procedures that spell tough conditions that prospective entrepreneurs must meet prior to accessing such contracts.

Aurela (2014) observed that success in the implementation entails equipping the youth with the latest and competitive skills and knowledge in execution of technical aspects of the project work. He added that young people, who are properly endowed with adequate project resources, as well as informed on the current and emerging issues in entrepreneurial information, prove an invaluable asset for contract award.

According to Java (2017), massive government contracts are often sensitive and completion challenges and probability of risks must be assessed to ensure value for money invested in public projects. On this account, the youth with fewer skills in public affairs always fail to measure up to the project requirements. Besides, government contracts are done to full completion before payments are effected; hence those with attractive financial rating take the first lane in winning such contracts.

In the perspective of Lorrain (2013), implementation of equalization policies in awarding government contracts to the disadvantaged constituents has often had unique challenges in American public business initiatives. She notes that policy governance should be favorable to the youth with innovative mindset in adding value through entrepreneurship; prior funding of government contracts and crucial information on tendering is provided to keep the citizens fully informed on issues to do with public business.

Youth empowerment initiatives must be emphasized to ensure that the requisite skills and competencies needed in technical work are attained, substantial resources to be invested in the works are availed and the process of awarding contracts made transparent to give grounds for fair competition to all interested parties, Thondikho (2014).

Moreover, Derine (2016) noted that empowerment of the project team and all the project beneficiaries were considered the greatest success factor in the implementation of infrastructure projects. He indicated that such projects required much more funds than other projects and therefore skilled personnel must be recruited to perform specialized activities professionally, lest resources be misused with disastrous project consequences.

With its focus on the implementation of public equality policies in awarding contracts to the youth in west Africa, stretching from Senegal, Burkina Faso, and Nigeria, Manane (2015) noted that the critical ingredients of implementation entail empowerment parameters of the general youth participants. He outlines the aspects of empowerment as raising sufficient resources, acquisition of relevant knowledge in public works, accessibility to information necessary for decision making in change management and effective leadership offered by each category of the teams.

Having been greatly devastated by the genocide, the country of Rwanda supplemented the efforts of the international community by embarking on intensive empowerment initiatives through the modern project management approach, Menjo (2012). In this effort, training of project teams was emphasized, resources were aggressively mobilized and generated information regularly provided to guide the project team in taking strategic decisions in order to effectively implement the reconstruction projects.

The African Development Bank (ADB) supported projects operated on a policy of reconstruction using the disadvantaged groups, especially women, youth and persons with disability as being fundamental to project implementation for sustained gains in

their reconstruction efforts in Somali and Southern Sudan, Omar (2013). In such endeavors, training of project teams was emphasized, in addition to prudent management of the project resources, as infrastructure projects are known to consume massive funds.

In Kenya, as a result of the promulgation of the Kenya Constitution (2011), the one third policies that offer hope for the youth, women and persons with disability is emphasized in awarding government contracts through competitive tendering process. Surveys conducted on the status of implementation of this policy in the public sector often reveal numerous cases of public dissatisfaction, Rading (2015).

### **2.3. Access to resources on implementation of one third tender policy**

One of the principal constraints facing the youth in the developing countries especially Africa, is lack of adequate resources particularly in low income groups. Access to diverse resources is one of the keys to an improved standard of living and higher productivity for the youth entrepreneurs in both rural and urban areas. In the light of this reality, most of the youths have been struggling to access the government contracts preserved to them under the packages of the affirmative action with little success, as they are unable to obtain the requisite funds to implement the tendered contracts, Ombeta (2015).

According to Ghalmore (2015), many contracts advertised by the government demand that a prospective contractor must be in possession of adequate funds and other related equipment as proof of the ability to successfully accomplish the contract within the stipulated duration. Seen in this perspective, most young people, despite tenders preserved for them are still unable to take up such contracts.



According to Frank (2016), effective implementation of the affirmative action demands that different government departments become aware of the determinants of addressing inequality within the confines of their scope of operations, taking care of the youth and other economically disadvantaged lot in recruitment for employment and government tenders so as to give them hope in life. However, owing to the fact that these contracts require a lot of funds to be implemented, even the few youths who access them often fail to complete such works leading to wastage of their meager resources, hence beating the purpose for which the tender policies were formulated.

Massive government contracts are often sensitive and completion challenges and probability of risks must be assessed to ensure value for money invested in public projects. On this account, the youth with fewer skills in public affairs always fail to measure up to the project requirements. Besides, government contracts are done to full completion before payments are done, hence those with attractive financial rating take the first lane in winning such contracts, Java (2017).

Availability of resources is usually regarded as a vital necessity in financing key project activities. In a sustainable manner, resources should be identified in diversity if long lasting impacts of an intervention is goal to be attained, Ouma (2013). He further notes that more often people believe that resources to be used in projects should be externally obtained from donors, NGOs, government and other well-wishers, and also that the resources have to funds. However, it is advisable to figure out variety of resources that can be put to project use in order to make these initiatives effective in addressing the needs of the intended beneficiaries.

Seen in the perspective of Lorrain (2013), implementation of equalization policies in awarding government contracts to the disadvantaged constituents has often had unique challenges in American public business initiatives. She notes that policy governance should be favorable to the youth with innovative mindset in adding value through entrepreneurship; prior funding of government contracts and crucial information on tendering is provided to keep the citizens fully informed on issues to do with public business.

Participation in projects of whatever nature can be enhanced only when sufficient resources are harnessed. This is because, projects like any business, is an investment that requires capital. In the light of this eventuality, young people who aspire to enter into a formal contract with any organization normally encounter a drawback due to lack of sufficient resources, Agwanda (2016).

Strategic implementation is concerned with aligning the internal resources of the organization to the opportunities that a rise in the external environment in order to maximize performance, survive in the long-term and achieve above average returns Atandi (2010). The role of organizational resources and capabilities in the strategy of the organization and as the basis of competitive advantage emerged into what became known as the Resource Base View (RBV) of the firm Grant (2012).

Resource Based view highlights the link between organizational resources and competitive success. Central to the RBV is the argument that organizations with most valuable and rare resources gain competitive advantage over others. According to the Resource Based View, resources are described as a set of assets and capabilities both

tangible and intangible which are competitively superior, scarce and appropriate and have the potential to generate value from diversification, Wagunda (2014).

According to Sterling (2010), an organization internal resource can be classified in four broad categories. They include financial resources: this is the financial capital that organizations use to formulate and implement strategies, which includes cash, equity and retained shares. Physical resources; this includes plant equipment, location and access to raw materials. Human resources; includes the training, experience, judgment, intelligence, relationships and insight of managers and employees in the organization.

Working with the rehabilitation projects in Kwazulu area in South Africa, focusing on the street children menace in informal urban centers in the county, Madiba (2010), observed that project implementation was a delicate undertaking that must be all-inclusive to realize intended project outcomes. He further noted that proper resource mobilization was critical to the success of any project, since each activity in a project site heavily relied on sufficient funding.

Running a project initiative heavily depends on availability of varied resources to facilitate execution of tasks to accomplish organizational goals, Jean (2012). A project intervention is established on the platform of availability of resources invested with the sole purpose of gaining interest; hence resource mobilization is a fundamental requirement for project success, Prusona (2013). According to Ogari (2014), no project venture can operationalize any superior competitive project idea at a resource disadvantage, for ideas may just remain so, if there are no resources to set them in a

motion. Business success is not only determined by other factors of production, but with sound resource base, an organization is good to go.

Investigating the influence of financial resources on the implementation of small project ventures in the cottage industry in India, Jamal (2014) indicated that Indian's cottage projects started with the production of simple household items, but have improved over time surprising the traditional industrial nations of the world with popular industrial products. He observed that, this great milestone achieved in the growth of cottage industry in India was facilitated by the government's interest in allocating funds to the industry as it was creating job opportunities to the citizens.

Examining the relationship between resource mobilization and implementation of small scale community projects in Trinidad and Tobago in the West Indies Islands, Mijean (2017), noted that productivity of an enterprise was a direct consequence of availability resources. He further enumerates the resource types that influence business success as, fixed assets, operating cash and skilled personnel. He cautions that business persons with sound financial base should not take holiday that one's funds are obtained; business will automatically grow, but must be concerned about the effective utilization of such resources by engaging competent personnel, in key business tasks.

Investigating the influence of resource mobilization on productivity of hawked agricultural products in Bomet county, Chepkorir (2010) established that due to lack of resources to put up green shades for selling agricultural products such as green maize, fruits, vegetables and Irish potatoes, sellers resorted to lining directly along the road with their products targeting potential consumers on transit, exposing them to

adverse weather conditions. Occasionally, travelers on vehicles take off before paying. Besides, these products are also exposed to adverse weather conditions lowering their values.

This affirms that even in the implementation of the one third tender policies, resource mobilization by the youth entrepreneurs become the most critical component, without which they will hardly go for the government tenders preserved for them.

#### **2.4. Technical capacity on implementation of one third tender policy**

Education and training describe the act of instilling, inspiring, persuading, inculcating and imparting knowledge, skills and desirable attitude in learners for self-reliance. In this respect, entrepreneurial training involves equipping learners with relevant knowledge skills and desirable attitude that prepare them to be self-reliant through entrepreneurship, Melvin (2014).

Entrepreneurship is therefore considered as a risk-taking initiative, creative and innovative venture in which new product and new procedures are developed in a manner that promises to approximate to the ever- changing consumer needs, Onuonga (2011). Through the acquisition of technical competencies required in the execution of specific project tasks, the youth entrepreneurs therefore get fully prepared to compete with any other established contractor even for general government tenders.

Giving his experience in the implementation of affirmative action in awarding government contracts to the youth in Brisbane, Australia, Malia (2016), observed that most youths lacked the necessary skills and experience to undertake complex government contracts, as these contracts require people with the most modern and

competitive skills who often perform in strong work teams steered by managers with the best communication skills to influence the behavior of teams to focus on the objectives of such interventions.

Training is a process by which individuals gain knowledge, skills and attitudes that are helpful in shaping man's destiny in life. Through the acquired knowledge, abstract theoretical constructs are tested with courage to facing real life challenges, hence the educated always take control of events with courage, Lanin (2011). In view of this, it is incumbent upon the aspiring entrepreneurs, especially the youth, to ensure that they get well trained in specific fields in order to be able to effectively performed such tasks in various project environments.

Education and training are viewed as aspects of life that shape behavior of individuals into desired state; impart skills and knowledge for solving emerging problems and offer opportunities for innovation and creativity necessary in addressing future challenges, Zawadi (2014). Implementation of one third tender policy for the youth, women and persons living with disability will only rely on such demographics as an initial advantage, but focus on the necessary competencies will often remain pivotal to winning and executing the contracts.

It is a common phenomenon that effective implementation of the affirmative action still remains a tall order for many developing countries, leaving most youths, women, people with disability and other disadvantaged constituents in conditions of neglect, Rhuomet (2015). This state of affairs is explained by the conspicuous absence of the technical skills among the youth entrepreneurs demanded by most government projects before award of any contractual responsibility.

In business, whereas entrepreneurs may be influenced by some form of hereditary factors, serious and successful entrepreneurs are shaped to be equal to their tasks through education, Noor (2015). He insists that modern business world can only be understood by learned entrepreneurs who possess the skills and knowledge required to keep pace with changes of globalization. Jack (2015) observes that since the business operating environment has become too complex to predict the charges that are likely to occur in future, it is no longer business as usual and businessmen must strive to remain awake in a pro-active manner to be able to deal with any force that may threaten their operations. In the implementation of the affirmative action, especially where the project in question demands specific levels of skills and knowledge, the youth entrepreneurs with inadequate expertise will definitely fail to even apply for the tender preserved within the confines of the one third tender policies.

Aggrey (2014) wonders why it has always been believed that anybody can implement projects successfully. He says that several projects are engaged in with the same attitude, but rarely exist beyond their first anniversaries, simply because “people are in business”. He warns that resources should not be committed into development ventures if the sponsor is lacking, even in the basic project management skills, for such interventions were bound to fail.

With its focus on the implementation of equality policies in government tendering in China, Hajewah (2015) observed that effective implementation of the affirmative action demanded that the youth be empowered through training to acquire competitive skills and knowledge that are considered crucial in managing technical tasks and business activities in order to gain competitive advantage over other key players in the concerned area of operation.

In the views of Wamuhu (2010), training in skills and knowledge of basic project management should be emphasized in order to steer projects effectively. She recommends that the government of Kenya should strengthen project management curriculum at all levels in education ladder to equip school leavers with project management knowledge that would help them obtain livelihood without having to rely on formal employment.

According to Zainabu (2018), self-help projects in Kwale district were discovered to be doing poorly, reason; lack of training. She believes that a trained business person will be able to evaluate the course of a venture in view of both internal and external forces and fix any deviation if identified. One who lacks training may imagine that business is bad with everyone and may remain helpless waiting for a period of good business only to find themselves doing other things committing similar mistakes.

At times, some customers get fed up with certain products because of their same old looks and may prefer substitutes, but with a perceived value addition, customer interests in the products will be renewed, Birmingham (2014). He recommends that business persons who help in raw agriculture products should device ways of adding value through processing into some finished forms. Knowledge that is required in project work in the modern times for purposes of remaining competitive is never ordinary, but more superior to that exhibited by rivals.

Modern project management is done on a crowded field with the no participant to be underrated, yet this field is also ever changing, making it more sophisticated to be faced with simple skills, Ronny (2016). In the light of this fact, implementation of the one third tender policies should spell out the basic requirements on the basis of



technical competencies required by specific projects so that youth entrepreneurs may not feel discriminated when they fail to win a contract.

Strategies that are superior in nature are developed for use in business through manipulation of internalized skills and knowledge learned through training and refined by experience, Derrito (2012). She notes that bringing variety into the market from time to time makes customers to build trust and loyalty in given business enterprise. She observes that variety does not just reside in the number of products released into the market; rather it should focus on value addition even if it means having one product whose value changes continuously.

Education provides an individual with a stock of knowledge that is applied to deal with business issues as they arise. Even if circumstances remain difficult to predict, education has the capacity to offer a continuum of suitable remedies that prove equal to the tasks, Walgif (2014). He advises that a business entrepreneur should engage in challenging training experiences which offer knowledge and skills in full richness.

According to Jarya (2016), training and education offer the greatest asset to an enterprise. Investing in human capital with the request skills and knowledge prove a worthy undertaking because workers with a wealth of knowledge make resources more productive. Whereas some organizations may choose to invest heavily in non-human resources, in business, one must realize that success begins with resource deployment, and therefore resources must be allocated based on thoroughly throughout plans, which can effectively be done by trained personnel, Karaga et al (2005).

From his study carried out in Javalpur India, Presona M. (2004) established that most businesses that were started in the recent times had registered enormous growth because training in business management was almost mandatory in India. Through the knowledge and skills acquired entrepreneurs are prepared to take up the challenges encountered in the business environment.

Donald (2014) on the other hand, a corporate manager with the Chinese Consortium of Project Professionals (CCPP) believes that effective implementation of affirmative action is a prerequisite of training in latest skills in different technical areas and entrepreneurship and prudent governance of public policies.

## **2.5. Contract management procedures on implementation of one third tender policy**

One of the greatest challenges public officers encounter in the implementation of government projects, both at the central level and devolved units, is bureaucracy associated with procurement of works and services, Maina (2016). This explains the reason why certain government departments occasionally fail to utilize the allocated funds in the budget due to the slow and bureaucratic nature in procurement of services.

According to Wandia (2017), some procurement entities in the government sector are known for violating public procurement procedures and principles in awarding tenders to their cronies, hence eroding the public confidence in the tendering process. Such are the impediments that implementation of the one third tender policy has found to run into denying the intended beneficiaries the opportunities to do business with the government.

Many youth entrepreneurs have generally been complaining that despite the tenders being preserved for them, the contract management procedures are tedious and time consuming, that before the tender is awarded, one has already given up, Ojwando (2015). It all begins with the registration of a company that takes both time and resources these youths can hardly obtain. Moreover, the actual tender application involves money and the preparation of the bills of quantities demand expertise the youths lack forcing them to seek such from professionals at exorbitant fees.

Responding to the challenges that implementation of the one third tender policy encounters, Kirui (2014) indicated that the tendering process demands a lot of requirements which in themselves consume a lot of resources thereby making the entire process tedious and may lead to a project facing serious delays. Besides, some tenders may be awarded to the few entrepreneurs who meet the requirements, yet may fail to accomplish the works due to lack of the necessary technical competencies and failure to mobilize sufficient resources.

Contract management has been blamed for enhancing cases of corruption in the award of government tenders, especially where there is conflict of interest among the procuring entities in the implementation of a particular project, Amina (2017). On the account of such realities, deserving youth entrepreneurs who meet the requisite conditions normally become unsuccessful and this defeats the purpose for which the one third tender policy was formulated.

In the perspective of Wario (2017), the one third tender policy, like others formulated in Kenya with good intents, has been hijacked by the cartels of corruption. These

cartels span all government departments, manipulating the tendering processes in favour of their cronies in order to benefit from the procuring of such works.

There have been numerous complaints from the general public that many officers in the procuring departments register companies in other people's identities and fail to publicly advertise the tenders, yet works begin in total disregard of the principles of public participation, Tembo (2015). In view of this, the implementation of the affirmative action is systematically being frustrated by the custodians of the law with impunity leaving the intended beneficiaries in wondering when and who will one day come to their rescue.

Cases of litigations filed against certain procuring entities for awarding tenders to some contractors in unclear circumstances have riddled implementation of several projects in Kenya and put to notice conduct of such officers for further investigations, Wanya (2017). In such aspects, contract management procedures must be properly put to scrutiny, checking any connections between the procuring entities and those awarded for appropriate corrective measures taken, without which public confidence in government contracts will be destroyed. According to Monicoh (2014, many youth entrepreneurs have opted out of seeking tenders from the government for lack of faith in the entire contract management processes, accusing the officers in the procuring department for awarding contracts to individuals with whom they have certain connections. Moreover, some contracts are hardly advertised on public places to be accessed by prospective contractors and contract basic requirements not disclosed, yet these contract conditions form the basis of the evaluation.

Reporting from a survey on the status of implementation of the affirmative action in the award of government contracts to women entrepreneurs in Kwale County, Jumwa noted that the general contract management processes were rarely transparent, yet public procurement and disposals act spells out such key principles through open tendering that offers equal opportunity in access to government contracts. Furthermore, there were indications that companies associated with officers from the procuring departments through proxies, were the ones behind implementation of several projects.

According to Hall (2014), contract management also embraces political tradeoffs in project implementation that may make resources to be thinly distributed in several projects, hence failure to realize project objectives within time and budget. Political processes in society are extremely vital to full members' participation in the various project interventions, because such citizens' support is crucial to managing public expectations.

Giving a report on investigations about implementation of the one third tender policy in government contracts among the youth entrepreneurs in Kericho County, Kipkoech (2017) indicated that the contract processing by the procurement department remained unclear, as it was replete with secret deals that the youths were steadily getting shy from such works. Besides, firms that had been in operation for far too long had rebranded as youth affiliates, an indication that well-connected persons were the greatest beneficiaries thereby denying the young people opportunity to do business.

Seen in the perspective of Lorrain (2013), implementation of equalization policies in awarding government contracts to the disadvantaged constituents has often had

unique challenges in American public business initiatives. She notes that policy governance through contract management procedures should be favorable to the youth with innovative mindset in adding value through entrepreneurship for job creation.

Transparent contract management process is the principal means of overcoming challenges attributed to implementation of the one third tender policy in award of government contracts to the youths, women and persons with disability, correcting the weaknesses of bureaucracy, substituting willing cooperation for rules authorized by top management and making it possible for people to enjoy their work as well as earn a living, Barry (2017). To achieve this end therefore, leadership must go beyond routine variety to become entrepreneurial, it must also be innovative, ready to break new grounds and willing to experiment.

Seen from the views of Lwali (2015), contract management activities must be executed openly and transparently, so that should one fail to win a contract, they will understand and correct areas of weaknesses and compete another day. This trend will surely enhance competition in government tenders, which in turn will lead to quality projects and also spur economic development in the community.

## **2.6. Access to information on implementation of one third tender policy**

Legislative instruments enacted by public entities are a product of consultation with the general public through participatory approaches in order to deliver policies that address the desires of the people. Such policies must be the results of comprehensive communication with the public for effective implementation and therefore the right information must be availed in order to obtain sufficient people acceptance, Galmore (2013).

Access to information is a critical dimension of empowerment; for it keeps the people informed of the opportunities that exist to be exploited within the immediate environment for their own good, Chamala (2015). In the light of this, contract opportunities that are available to a given cadre of the population can only attract prospective individuals when information about them is easily accessed. It is in the public domain that certain government contracts are preserved for the disadvantaged groups, yet there is scanty information about the nature of those contracts. Moreover, such contracts are only awarded to contractors with proven capacities on the basis of meeting a range of contractual obligations beyond the reach of the disadvantaged groups, Belio (2016).

In the modern times, the role of information in sensitization of the people to take active part in economic development cannot be overemphasized. Any legislative package must be accompanied by effective manuals of information indicating conditions for implementation. A lot of questions linger in the mind of the youth entrepreneurs on how best the one third tender policy in government contracts can be of benefit to them, yet other tough conditions still surround such contracts, Ojweke (2017).

Awareness creation is the fundamental phase in community mobilization that sets the tempo for engaging a community into sustainable action. It is a process of raising people's consciousness through conscientization, that is, the quest for self-awareness and critical awareness. Self-awareness entails the examination and understanding of personal state of an individual on the basis of needs and problems, while critical awareness demands suitable actions that address such conditions, Onuonga (2011). In view of this, most procuring entities have been put on notice for failure to advertise

government contracts on the media with widespread access, as this limits the number of the youth entrepreneurs who apply for such contracts.

Seen in the perspective of Jabali (2014), development is a process by which members of a society inspire themselves and the institutions in ways that enhance their ability to mobilize and manage resources sustainably to produce sustainable and justify improvements in their quality of life consistent with their aims and aspirations. However, in the absence of effective communication, confusion reigns and inaction sets in reducing people into life of squalor and retrogressive consciousness.

It is a common complaint from contractors who fail to win a particular contract citing absence of clear information on the nature of the work to be performed, yet some of their counterparts with good connection normally access such information and subsequently become successful, Omuthe (2017). Access to critical contract information should be regarded as a crucial undertaking in the implementation of the one third tender policy since it does not only enable the prospective youth entrepreneurs to identify the basic requirements of the works, but it also facilitates good leadership and democratic decision-making in the tender administration, Ray (2015).

It has emerged that many youth entrepreneurs have little or no information on the existence and management of government contracts under the affirmative action, giving leeway to the corrupt procurement officials to award such contracts to cronies. Besides, the manner in which information about such contracts is managed, stretching from advertisement, application, evaluation and final awards, are shrouded in serious secrecies, Maiyo (2015).



According to Mboyi (2013), there have been a lot of campaigns by the human rights bodies to compel the government into addressing the glaring inequalities in Kenya, especially in terms of the allocation of resources to give economic hope to the disadvantaged groups. However, such efforts culminated into the affirmative action whose implementation has been questionable because information on specifics for realization has been wanting.

In Bungoma County, the procurement department was found to have awarded contracts purportedly preserved for the youth under the one third tender policy to the well to do contractor without having advertised the same, Wanjala (2017). Furthermore, the tender documents available in support of the award of the contract indicated that it was given out to a particular youth company that never performed the work. This is a case of failure to effectively communicate the process of tendering so that contractors are in constant touch with the progress of their bids as required by the public procurement and disposals act.

Giving his experience in the implementation of affirmative action in awarding government contracts to the youth in Brisbane, Australia, Malia (2016), observed that most youths lacked vital information to undertake complex government contracts, as these contracts require people with the most modern and competitive skills who often perform in strong work teams steered by managers with the best communication skills to influence the behavior of teams to focus on the objectives of such interventions.

## **2.7. Theoretical framework of the study**

According to Tromp and Kombo (2002), theoretical framework refers to a collection of interrelated ideas based on theories attempting to clarify why things are the way

they are based on theories, introducing new view of the research problem, allowing understanding realm of the problem, helping conceptualize the topic in its entirety and to acknowledge the problem from a wider perspective for objectivity. In many fields, theories and propositions about concepts and relationships have been formulated. In such fields, the researcher may be interested in ascertaining or testing a particular theory, Mugenda & Mugenda (2003). In this study the researcher used the Behavioral theories that help project implementers to understand why people behave the way they do (Rogers, 1962) .

### **2.7.1 Components of the theory**

The theory is a framework that explains how new ideas are adopted by a population. It gives insight on: what qualities make innovations to spread; Instead of persuading people to change, it sees change as reinvention of products and behavior to fit people's needs. The invention should therefore have relative advantage, e.g. economic advantage or social prestige.

Another important component is compatibility with existing values and practices: the innovation should be consistent with the existing values, past experience and the people's needs. Simplicity and ease of use is equally important: innovations that require new skills and understanding are adopted at a slower rate than the simpler ones. The theory also considers trial ability i.e. if an innovation can be experimented with, then it presents less uncertainty to those considering it. Finally, the results must be observable. If the results of an innovation can be easily seen, then people are more likely to adopt it as peers are able to discuss it more openly. Continuous improvement is the key to spreading an innovation.

Besides, peer-peer conversations are very important: according to this theory, impersonal methods like media advertisements can spread information about new innovations, but adoption is spread by conversation. This is because it is those who have successfully adopted the innovation that will assure others of less risk or uncertainties e.g. embarrassment, financial losses etc. The exception to this risks are the early adopters who usually see the risks as low, either because they are better informed or are financially secure. The rest see high risks in change and would therefore need reassurance from trusted peers that the innovation is beneficial. Many diffusion-style campaigns therefore tend to use peer networks where well connected individuals are recruited to spread new ideas through their own social networks.

### **2.7.2 Strengths of the theory**

The strength of the theory is that it is a product of successful integration of a vast amount of empirical research. Moreover, it is very practical and continues to be relevant in this present age and even later because new ideas are daily occurrences and they continue to be diffused for people to adopt. In order to integrate the youth, women and the people living with disability in in core government functions, their efforts count a lot in steering personal development and overall progress of the nation. On this account, the one third tender policy seeks to cushion them from competition from other advantaged members of the community by setting aside a percentage of the contracts so that they also gain economically.

### **2.7.3 Weaknesses of the theory**

The theory however has weaknesses of being linear and source dominated as it sees communication process from the elite's point of view, who then decides to diffuse the

innovation. It also underestimates the power of the media by limiting it to influence innovators and early adopters who in turn influence others, yet media is very instrumental in providing a basis for group discussion led by change agents.

Its other weakness is the fact that the theory stimulates adoption even by those who do not want the innovation. Such do not guarantee long term success in adoption and implementation of innovations. Rogers also failed to recognise that people may have features of innovators and early adopters but may not quickly adopt an innovation due to certain other reasons such as religion and culture. Such types can be taken care of by incorporating the Zero tolerance category into the adopters' categories.

#### **2.7.4 Making a case for the study**

In spite of all these weaknesses, the theory is still very useful as the opinion leaders and change agents have a lot of influence on the early majority, the late majority and the laggards, especially at the persuasion and decision stages. One third tender policy is a new idea in Kenya geared towards addressing cases of inequalities that have persistently alienated the disadvantaged groups in mainstream employment and economic ventures. Moreover, other earlier attempts put in place to incorporate such alienated groups in economic emancipation have often been usurped by the well to do persons for personal gain, subsequently creating disillusionment among the general members of the society.

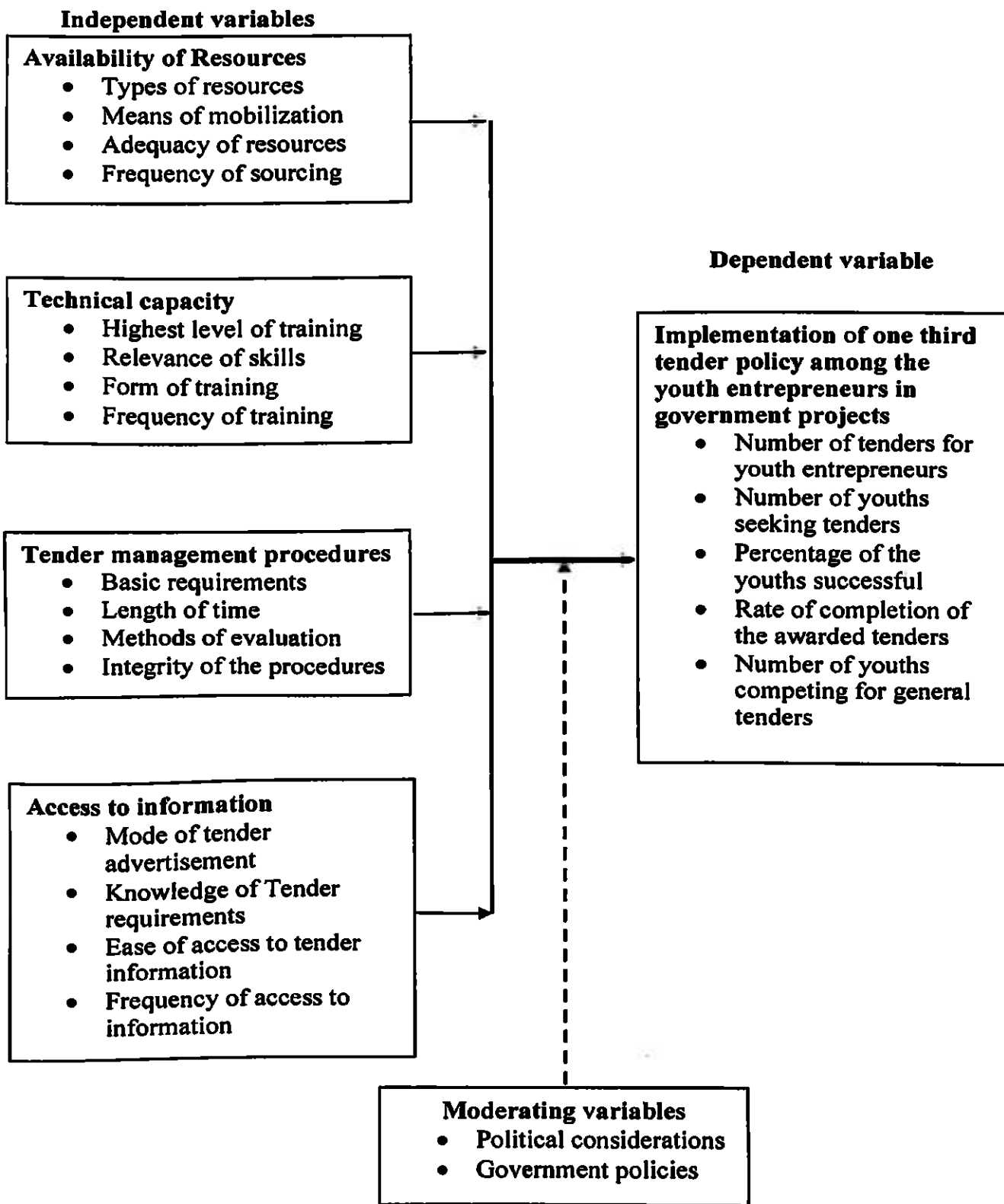
For effective implementation of the one third tender policy, the youth entrepreneurs must therefore be assisted to obtain resources, acquire technical skills, tender processing procedures made less cumbersome and information on the contracts made accessible so that many will go for them.

## **2.8. Conceptual framework of the study**

A conceptual framework is defined as a set of broad ideas and principles taken from relevant fields of inquiry and used to structure a subsequent presentation, Kothari (2005). It refers to when a researcher conceptualizes the relationship between variables in the study and shows the relationship graphically or diagrammatically, Mugenda and Mugenda (2003). The conceptual framework is found significant for it assists the researcher to quickly perceive the relationship likely to be established through interactions of the study variables. The conceptual framework of this study is depicted in figure 2.1

As presented by the study, the conceptual framework will be informed by the independent variables; availability of resources, technical capacity of entrepreneurs, tender processing procedures and access to information viewed against their influence on implementation of one third tender policy among the youth entrepreneurs in Homa Bay County.

**Figure 2.1 Conceptual framework of the study**



## **2.9. Summary of literature review**

From the literature reviewed, implementation of the one third tender policy in government contracts is informed by the independent variables; availability of resources, technical capacity of entrepreneurs, tender processing procedures and access to information. In other words, effective implementation of affirmative action is a prerequisite of training in latest skills in different technical areas and entrepreneurship, access to vital government information through awareness creation programmes, access to resources and prudent governance of public policies. Vital information to undertake complex government contracts, as these contracts require people with the most modern and competitive skills who often perform in strong work teams steered by managers with the best communication skills to influence the behavior of teams to focus on the objectives of such interventions.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Introduction**

This chapter gives a detailed description of the research methodology used in study. Methodological issues addressed include, research design, target population, sample size and sampling selection. It also puts focus on data collection instruments, piloting of the instruments, instruments validity in addition to instruments reliability. Furthermore, it equally features data collection instruments, data collection procedures, Operationalization of the study variables and methods of data analysis, as well as ethical considerations in research.

#### **3.2. Research design**

Research design is the arrangement of the conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure, Kothari (2004). According to Muma (2010), research design defines the conceptual structure in which research is conducted and constitutes the blue print for the collection, measurements and analysis of data.

In this study, descriptive survey research design will be used as the study seeks to offer an insight into factors that influence implementation of one third policy in government contracts among the youth in Homa Bay County. According to Mugenda and Mugenda (2003), a survey is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables. Survey research is considered as the best method available to



social scientists and other educators who are interested in collecting original data for purposes of describing a population which is too large to observe directly. This research design was therefore found suitable by the researcher, since the researcher did not have to manipulate such factors as they had already occurred.

### **3.3. Target Population**

According to Mugenda and Mugenda (2003), a target population is the accessible population from where a sample is drawn and upon which a researcher wants to generalize the results of a study. This study targeted youth entrepreneurs registered and prequalified by the department of National Construction Authority for purposes of implementing government projects in Homa Bay County. These projects were being implemented in the entire eight Sub Counties in Homa Bay County such as, Homa Bay Town, Rangwe, Mbita, Suba, Karachuonyo, Kasipul and Kabondo Kasipul.

According to the Homa Bay County Department of Rural Roads Authority Report (2015), a total of 1221 youth entrepreneurs were registered and prequalified to participate in implementation of different public projects in the county and spread in the entire eight Sub Counties covering the all departmental areas. The study therefore targeted population of 1221 potential respondents.

### **3.4. Sample Size and Sample selection**

According to Kothari (2005), a sample size refers to the number of items to be selected from the target population and should be optimum to fulfill the requirements of efficiency, reliability, representation and flexibility. Sampling on the other hand is

defined as a selection of some part of the aggregate or totality on the basis of which a judgment or inference about the aggregate is made, Kothari, (2005).

#### **3.4.1. Sample size**

A sample is a subset of a particular population and should reflect the salient features of the population from where it is drawn, Donald (2010). Generally, the sample size depends on the factors such as the number of variables in the study, the type of research design, the method of data analysis and the size of accessible population. According to Munisparck (2008), a study's sample size depends on the nature of the target population, which is either homogenous or heterogeneous and should be larger in the former than the latter.

In Mugenda and Mugenda (2003), Gay suggests that for correctional studies, 30 cases or more are required; for descriptive studies, 10-30 percent of the accessible population is enough; and for experimental design at least 30 cases as required. This study, being descriptive in nature, the researcher used 20% of 1221, giving a sample size of 244 respondents.

#### **3.4.2. Sample selection**

According to Kothari (2005), sampling is defined as the selection of some part of an aggregate or totality on the basis of which a judgment or inference about the aggregate is made. Odhiambo (2011) perceives sampling as a process of selecting units from a population of interest so that by studying the sample, we may fairly generalize our results back to population from which they were selected.

This study employed probability sampling design; a design of sampling in which each item from the target population would be accorded equal chance of being selected and included in the final sample hence ascertaining objectivity in sample selection. Random sampling procedures were adopted in sample selection, in which the target population was stratified on the basis of the eight distinctive government departments in Homa Bay County. Using stratified sampling procedures, sample selection will be done as illustrated in table 3.1.

**Table 3.1 Sampling Selection**

<b>Stratum</b>	<b>Total Population</b>	<b>Sample Percentage</b>	<b>Sample Size</b>
Education	154	20	31
Energy	148	20	30
Health	164	20	32
Roads and Infrastructure	210	20	42
Water	176	20	35
Trade	145	20	29
Agriculture	124	20	25
Tourism	100	20	20
<b>Total</b>	<b>1221</b>	<b>20</b>	<b>244</b>

### **3.5. Data Collection Instruments**

To ensure that data collected address the study objectives, the data collection instrument must be selected appropriately to avoid collecting irrelevant information, Hardy (1987). In this study, the researcher prepared questionnaire for obtaining data

from the respondents. The questionnaire items were comprised of both closed- ended and open- ended items that would give the advantage of collecting both qualitative and quantitative data.

Besides, contingency items were also be used to help in verifying certain responses from the respondents to ascertain the level of objectivity of the data collected. In addition, matrix items in the form of likert scales were also integrated in order to test the opinion and views of the respondents not sought quantitatively.

### **3.5.1. Pilot- Testing**

Instruments pre- testing, also known as piloting, is a preliminary study conducted on a small scale to ascertain the effectiveness of the research instrument, Onuonga (2011). A pre- test sample should be between 1% and 10% depending on the sample size, Mugenda and Mugenda (2003). In this study, the researcher used a pre- test sample size of 10% of the study sample size (244), giving a pretest sample of 24 respondents.

The researcher prepared copies of questionnaire and self- administered to the pre-test sample that was similar to the actual study sample in major characteristics. This was significant as it helped reveal aspects of ambivalence depicted by the questionnaire items that were subsequently reframed relative to the responses obtained from the respondents.

### **3.5.2. Validity of the Instrument**

According to Kothari (2005), validity is a measure of the degree to which differences found with a measuring instrument depict true differences among the items being measured. In the perspective of Mugenda and Mugenda (2003), an instrument is

validated by proving that its items are representative of the skills and characteristics to be measured. Validity of the research instrument was reinforced by ensuring that the questionnaire items sufficiently covered the research objectives and this was subsequently confirmed by the pilot study.

Other measures put in place to address issues of instrument validity took the form of exposing the questionnaire to the experts and peers, for expert judgment and peer review respectively. Validity of the instrument was also assured through randomization that was helpful in checking the influence of extraneous variables. Randomization is considered crucial for it is the best technique of ensuring the representatives of the sample to the target population.

### **3.5.3. Reliability of the Instrument**

Reliability of a research instrument is a measure of the degree to which a measuring instrument yields consistent results or data after repeated trials, Mugenda and Mugenda (2003). In Kothari (2005), reliability of a test instrument is a measure of the consistency with which a test instrument produces the same results when administered to the same group over time intervals.

For ascertaining the reliability of the questionnaire in this study, the researcher used split-half reliability method, by dividing the questionnaire items into the two equal parts on the basis of odd and even appearances. The first part of the research instrument having been administered and the results attained, the second part was subsequently administered and the results noted. Pearson's coefficient of correlation ( $r$ ) was then be used to compare the two scores obtained, and by applying Browns

prophency formulae, an alpha value of 0.78 was realized proving that the data collection instrument used in the study reliable.

### **3.6. Data Collection Procedures**

Kothari (2005) describes data collection procedure as comprises of the steps and actions necessary for conducting research effectively and the desired sequencing of these steps. In this study, the researcher began the process of data collection by preparing a research proposal, presented before panel of assessors and upon approval; a research permit was obtained from National Council of Science and Technology.

Data collection subsequently commenced once the research permit was obtained. Presenting the permit to all relevant authorities, the researcher hit the road collecting data using two well trained and motivated research assistants, who systematically administered the data collection tools to the respondents in batches of ten until all were administered.

### **3.7. Methods of Data Analysis**

Data analysis refers to the examination of data collected in a study and making deductions and references. It also involves uncovering the underlying structures, extracting important variables, detecting anomalies, scrutinizing the acquired information and testing underlying assumptions (Orodho, 2005).

Data collected cleaned to ensure that only relevant ones were retained for analysis. Quantitative data was analysed using descriptive statistics aided by Statistical Packages for Social Scientists (SPSS).

Qualitative data was analysed by making inferences from views and opinions of respondents. The information obtained was then summarized and organized according to research objectives, arranged in themes and presented in narrative form. Analysed data were presented using frequency distribution tables.

### **3.8. Operationalization of the study Variables**

Operationalization of the variables is a technique that helps in establishing relationships that exist between study variables and indicating how such relationships can be measured, Opiyo (2015). This research technique is therefore helpful in identifying the indicators upon which the key variables will be measured. In this study, the researcher assumed that no youth entrepreneur could participate in a competitive public tendering process in the absence of sufficient resources. On account of this reality, availability of resources was measured against the backdrop of the types of resources, adequacy of resources, means of mobilization and frequency of sourcing.

Owing to the fact that these public tenders demand high levels of technical skills in the implementation, the researcher believed that with acquisition of competitive knowledge and skills, especially in project management systems and practices, the youth entrepreneurs were bound to effectively compete for the tenders. This variable was measured on the basis of the highest training attained, professional training relevant to the tendered projects, the mode of training and the frequency of training to keep abreast with emerging changes in the projects environment.

The variable tender processing procedures was measured on the basis of the youth entrepreneurs being in possession of basic tender requirements, length of time of tender processing, methods of evaluation and integrity of the procedures.

Access to information was considered against the prism of knowledge of the basic tender requirements, means of tender advertisements, Ease of access to the tender advertisements and frequency of access to tender processing levels. The envisaged relationship of the study variables is therefore captured in the Operationalization table 3.2.



**Table 3.2. Operationalization of the study Variables**

<b>Objectives</b>	<b>Variables</b>	<b>Indicators</b>	<b>Scale</b>	<b>Data collection method</b>	<b>Data analysis</b>
To evaluate the extent to which access to resources influence implementation of one third tender policy among the youth in Homa Bay County	<b>Independent</b> Availability of Resources <b>Dependent</b> implementation of one third policy in government contracts among the youth in Homa Bay County	Types of resources Means of sourcing. Adequacy of resources Frequency of sourcing.	Nominal Ordinal Interval Ratio	Questionnaire	Quantitative
To assess the influence of technical capacity on implementation of one third tender policy among the youth in Homa Bay County.	<b>Independent</b> Project team capacity. <b>Dependent</b> Implementation of one third policy in government contracts among the youth in Homa Bay County	Highest professional training. Relevance of training. Mode of training Frequency of training.	Nominal Ordinal Interval Ratio	Questionnaire	Frequency table Descriptive statistics
To examine the extent to which contract management procedures influence implementation of one third policy tender among the youth in Homa Bay County.	<b>Independent</b> Tender management procedures. <b>Dependent</b> implementation of one third policy in government contracts among the youth in Homa Bay County	Tender basic requirements. Length of time. Methods of evaluation. Integrity of the procedures.	Nominal Ordinal Interval Ratio	Questionnaire	Frequency table Descriptive statistics
To determine the influence of access to information on implementation of one third tender policy among the youth in Homa Bay County.	<b>Independent</b> Access to information. <b>Dependent</b> implementation of one third policy in government contracts among the youth in Homa Bay County	Activities performed. Knowledge of tender requirements. Means of tender advertisement Ease of access of tender processing information. Frequency of accessing tender processing information.	Ordinal Nominal Interval Ratio	Questionnaire	Frequency table descriptive statistics

### **3.9. Ethical issues in research**

Norms promote the aims of research, such as knowledge, falsifying or misrepresenting data, promote the truth and avoid error. Moreover, since research often involves a great deal of cooperation and coordination among many different people in different disciplines and institutions, ethical standards promote the values that are essential to collaborative work, such as trust, accountability, mutual respect and fairness.

Many ethical norms in research, such as guidelines for relationship, copyright, and patency policies, data sharing policies, and confidentiality, peer reviews, are designed to protect intellectual property interest while encouraging collaborations. Many of the ethical norms help to ensure that researcher can be held accountable to the public.

Given the importance of the ethical issues in several ways the researcher does not take any ones works and where someone's work was included, such were acknowledged through quotation and citation. In the entire research process, the researcher ensured that respondents' identity and confidentiality were observed.

Moreover, all respondents were fully protected; no harm, cruelty and coercion were used to obtain data from the respondents. No minor was involved in the entire research process, either to directly obtain data from them, or use their services in the data collection process whatsoever. Besides, any vital information obtained for use in the study would be done prior to consultation and permission from relevant authorities.

## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION**

#### **4.1. Introduction**

This chapter focuses on data analysis, presentation, interpretation and discussion. Data was analyzed against the backdrop of the key variables of the study; resources; technical capacity; tender management procedures and access to information on implementation of one third tender policy among the youth entrepreneurs in Homa Bay Sub County.

#### **4.2. Questionnaire Return Rate**

In this study, the researcher used questionnaire for data collection, in which 244 Copies were administered to the youth entrepreneurs that were involved in the implementation of devolved government projects in Homa Bay County. Out of the 244 copies of the questionnaire administered to the respondents, 213 were completed by the respondents, giving a response rate of 87.29% as illustrated in table 4.1.

Response rate refers to the percentage subjects that respond to the research instrument. A response rate of 50% is deemed adequate for analysis and reporting, a response rate of 60% is good and a response rate of 70% and over is considered very good, Mugenda and Mugenda (2003). In the light of this, the study is considered to have given an excellent questionnaire response rate, as the researcher involved the use of two well trained and motivated research assistants who were personally administering the instruments s to the respondents. This strategy was helpful in

minimizing cases of non-responses that are common when questionnaire is given out to the respondent to be filled and collected later.

<b>Stratum</b>	<b>Sample Size</b>	<b>Completed</b>	<b>Percentage</b>
Education	31	18	58.06
Energy	30	29	96.67
Health	32	19	59.38
Roads and Infrastructure	42	41	97.62
Water	35	35	100.00
Trade	29	27	93.10
Agriculture	25	25	100.00
Tourism	20	20	100.00
<b>Total</b>	<b>244</b>	<b>214</b>	<b>87.70</b>

#### **4.2. Demographic characteristics of the respondents**

This section presents the demographic features of the respondents that were considered significant to the study; since the demographic orientations of the respondents often dictate how people behave in certain circumstances, as well as taking up certain responsibilities. Of great interest to the study, gender, age, marital status, level of education, area of engagement and the duration of being in entrepreneurship were the demographic features considered.

#### 4.2.1. Age of the respondent.

Variations in age of the respondents was considered critical to the study, as this demographic aspect often dictates the period of time in which people engage in certain economic engagements. In view of this, many young people normally prefer getting formal employment in urban set ups and are likely to look down upon taking up jobs in the country side. On the flipside, relatively elderly people with a lot of experience in life skills and financially stable, will seek tenders from government agencies regardless of where such projects are to be implemented. On the account of this, the respondents were requested to complete the questionnaire indicating their ages and their responses captured as in table 4.2.

**Table 4.2. Frequency distribution on respondents' age**

	Frequency	Percent	Valid Percent
<20 years	21	9.9	9.9
20 - 30 years	54	25.4	25.4
30 - 40 years	67	31.5	31.5
40 - 50 years	59	27.7	27.7
> 50 years	12	5.6	5.6
Total	213	100.0	100.0

Results obtained from table 4.2 reveal the following statistics; that majority among the respondents in the study, 67 (31.5%) were aged between 30 – 40 years, followed closely by respondents aged from between 40 – 50 years, 59 (27.7%), 54 (25.4%) respondents that were aged between 20 – 30 years, 21 (9.9%) that were of ages below 20 years and finally a minority, 12 (5.6%) that were above 50 years of age. These findings imply that majority of entrepreneurs that sought government procurement tenders fell between the ages of 30 – 40 years who presumably had information about

structures such as AGPO and were or might have attempted to secure their tenders through government procedures and hoped to be included within a third rule during tender allocation. A minority that is represented by 5.6%, those entrepreneurs older than 50 years represented owners of youth enterprises who invite youth to work within their organization as they support their financial stability with effort to secure financing when time is ripe as at this age they are getting stable and are likely to mobilize sufficient resources to take up government tenders.

Apart from age, gender as a factor within demographics was studied. Gender characteristics of the respondents are very significant, particularly as they determine entry into an occupation, such that male and females are oriented differently on the basis of their social sex roles. Sex was therefore considered crucial to the study on the premise that ordinarily, more men than women are active in public engagements which are also very competitive. Moreover, government tenders are also being undertaken in political environments whereby women are so much encouraged to uptake government procurement as special interest groups within the one third gender rule. The study therefore sought to establish whether as a factor within demographics, gender was a significant indicator. Results were as shown in table 4.3

***Table 4.3: Frequency distribution on respondents' gender***

	Frequency	Percent	Valid Percent
Male	117	54.9	54.9
Female	96	45.1	45.1
Total	213	100.0	100.0

Table 4.3 reveals that out of the 213 respondents who completed the questionnaire stating their gender, 117 (54.9%) were male and 96 (45.1%) were females, implying

that more men than women were registered entrepreneurs in Homa Bay County with the basic tendering requirements for implementing government projects under the one third tender policy.

The study further sought to establish from respondents their marital status as a factor within demographics given that marital status may expose individuals 'desires for specific economic engagements, as marriage gives rise to dependencies to be cared for. Implementation of a third tender policy .It was a domain likely to be dominated by individuals in marital arrangements. In this respect, the respondents were asked to complete the questionnaire indicating their marital orientations and their responses were as shown in table 4.4

**Table 4.4: Frequency distribution on marital status of the respondents**

	Frequency	Percent	Valid Percent
Single	77	36.2	36.2
Married	101	47.4	47.4
Widowed	28	13.1	13.1
Divorced	6	2.8	2.8
Others	1	.5	.5
Total	213	100.0	100.0

Table 4.4 indicate a majority 101 (47.4%) among the respondents in the study were married, followed by 77 (36.2%) that were single. 28 (13.1%) indicated being widowed whereas 6 (2.8%) indicated being divorcees. Only 1 (0.5%) had a complicated case in a marital status. This implied that majority among married people were entrepreneurs in Homa Bay County seeking for tenders within government procurement sectors and wished to be allocated so within the one third rule provided for in the constitution promulgated on August 27<sup>th</sup> 2010. It shouldn't also escape

attention that the widowed 28 (13.1%), though have to take the full responsibility of caring for the family, were few because they were unable to meet the basic tender requirements despite such projects being preserved for them.

#### 4.2.2. Department of engagement

The study was interested in establishing the disparities, if ever, among the various departments of the devolved government in embracing the one third tender policy in awarding contracts to the youth entrepreneurs. This was held significant in disclosing the specific areas that were committed to the implementation of the tender policy against the ones lagging in the exercise. The respondents were therefore asked to indicate their areas of project implementation and their responses presented as shown in table 4.5

**Table 4.5. Frequency distribution on Respondents' departmental areas in project implementation**

<b>Department</b>	<b>Frequency</b>	<b>Percent</b>
Education	63	29.6
Water	48	22.5
Roads and infrastructure	35	16.4
Trade and industrialization	31	14.6
Others	36	16.9
<b>Total</b>	<b>213</b>	<b>100.0</b>

Results in table 4.5 revealed a majority 63 (29.6%) among 213 respondents engaged their activities within the education departments, followed by 48 (22.5%) that participated in activities within the water department. 35 (16.4%) among respondents carried their activities with roads and infrastructure department whereas 31 (14.6%) did their tendering within trade and industrialization whereas 36 (16.9%) carried their



activities within “other” departments such as casual procurement of manual labour within other devolved units of government within Homa Bay County. The implications were that all the departments were actually involving the youth entrepreneurs in the awarding of contracts under the one third tender policies in Homa Bay County. Moreover, these figures also imply that majority of the projects were in areas were perceived as the fulcrum the county development, an indication that, even with low public participation in project implementation, the stakeholders were aware of the public expectations.

#### **4.2.3. Level of education of the respondents on implementation of projects.**

Education is considered a lifelong initiative sought by humankind for purposes of equipping individuals with skills, knowledge, desirable attitudes and the necessary competencies that are critical for effective performance of tasks in various undertakings. On this account, the youth entrepreneurs who were better placed to seek government tenders through the one third tender policies in Homa Bay County were those with relatively high levels of education. The respondents were requested to fill the questionnaire indicating their level of education and their responses were recorded as illustrated in table 4.6.

**Table 4.6. Frequency distribution on Respondents' education levels**

<b>Education level</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Primary and below</b>	<b>35</b>	<b>16.4</b>	<b>16.4</b>
<b>Secondary</b>	<b>20</b>	<b>9.4</b>	<b>9.4</b>
<b>Tertiary</b>	<b>35</b>	<b>16.4</b>	<b>16.4</b>
<b>University</b>	<b>46</b>	<b>21.6</b>	<b>21.6</b>
<b>Others</b>	<b>77</b>	<b>36.2</b>	<b>36.2</b>
<b>Total</b>	<b>213</b>	<b>100.0</b>	<b>100.0</b>

Notable outcomes in table 4.6 revealed showed a majority 46 (21.6%) among residents participating in tendering under a third rule being university graduates, followed by a joint 35 (16.4%) that had attained primary and tertiary level education qualifications respectively, whereas those with secondary school qualification posted a 20 (9.4%). Others, 77 (36.2%) accounted for craft technicians, welders who acquired skill through apprenticeship or inheritance that have been seen providing services such as for schools in making seats and desks, and other manual labour within their localities and where materials could easily be sought.

This implied that majority of the youth entrepreneurs implementing government projects in Homa Bay County under the tender package of the one third policy had modest education at secondary level and a slight number at tertiary level. This was indicative that the challenges attributed to the implementation of one third tender policy in government contracts would be explained by the absence of individuals having the necessary technical competencies needed for effective implementation of the projects.

#### **4.2.4. Duration of being in entrepreneurship**

More often people assume that by engaging in an activity for a while, one gains the skills and experiences necessary for effective execution of the tasks, even when such individuals did not possess the initial relevant business management skills. In this of this, the respondents were asked to complete the questionnaire indicating the duration of being in entrepreneurship and participation in government projects and their response captured as indicated in table 4.7.

**Table 4.7: frequency distribution on Respondents' period working in project implementation**

<b>Period</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<1 year	39	18.3	18.3
1 - 5 years	29	13.6	13.6
6 - 10 years	26	12.2	12.2
11 - 15 years	55	25.8	25.8
> 15 years	64	30.0	30.0
Total	213	100.0	100.0

Table 4.7 reveals that on the duration of being in entrepreneurship and undertaking government tendered projects among the youth entrepreneurs in Homa Bay County, majority of the respondents 64 (30%) had been in these ventures for a period of above 15 years, 55 (25.8%) had been in the engagements for between 11 – 15 years, 39 (18.3%) had been in business for 1 year and below, 29 (13.6% ) had been in business for 1-5 years and 26 (12.2%) indicated having run entrepreneurship for 6-10 years.

The implication of these figures is that those entrepreneurs who had stayed longer in business were well placed to seek government tenders having obtained the requisite business management skills and experience and were also in possession of substantial

resources. However, the young entrepreneurs were unlikely to meet the basic requirements and were therefore kept off, as the government projects are executed to completion before payment.

#### **4.4. Technical capacity on implementation of one third tender policy**

In this study, the researcher assumed that education and training were critical for superior execution of tasks in any venture and in an effort to effectively compete for particular government projects, the youth entrepreneurs must hold certain basic training. On this account, the possession of requisite competencies that are fundamental in tasks performance in a project intervention was considered the most crucial variable of the study. Training was therefore measured on the basis of the highest professional training received, relevance of training to, form of training engaged and frequency of training.

##### **4.4.1. Highest professional training on implementation of one third tender policy**

In this study, the researcher was interested in establishing whether highest professional training impacted on implementation and uptake of tendering within a third rule among respondents in Homa Bay that participated in the study. This was in line with study objective one and the researcher assumed that the acquisition of the requisite training in matters related to the performance of specific tasks in a given discipline was critical to accessing the government tenders for effective project implementation, as project initiatives; particularly technical oriented projects demand much more skills. In the light of this, the respondents were asked to indicate whether their highest professional training influenced implementation of the one third rule in government procurement and the results were as shown as follows in table 4.8;-

**Table 4.8. Means and standard deviation on the influence of implementation to youth entrepreneurs in Homa Bay County and highest professional training**

Highest professional training	Mean	N	Std. Deviation
Others	1.29	31	.461
Degree	1.62	29	.494
Certificate and below	1.41	49	.497
Diploma	1.53	78	.503
Post graduate	1.50	26	.510
Total	1.47	213	.501

The findings on the question as to whether highest professional training influences implementation of a third rule tendering processes for youth; majority diploma holders agreed with the statement with a mean score of 1.53 and standard deviation of 0.503. On whether certificate and other below qualifications influenced uptake of a third rule in tendering, a majority with a mean of 1.41 and a standard deviation of 0.497 agreed; respondents who qualified with degree training agreed on their qualification influencing implementation of youth tendering within a third rule as shown with a mean of 1.62 and a standard deviation of 0.494; respondents within post graduate training agreed with the factor with a mean of 1.50 and a standard deviation of 0.501 and lastly those within “other” in qualification agreed on the influence of professional qualification with tendering as shown with a 1.29 mean and a standard deviation of 0.461. Further test for significance was conducted and it was revealed that as a factor, with a likelihood of occurrence of 8.630 at a 4df, it was very significant in influence as with a p-value of .076 that showed a significant level in relation and re-occurrence.

#### 4.4.2. Area of training on implementation of one third tender policy

Generally, not any high professional training acquired by an entrepreneur automatically leads to effective performance of tasks in all areas; rather training becomes much more effective if it is acquired in the field of operation. As a measure of the effectiveness of professional training on implementation of projects, it was vital to focus on the area of training for one may train anyway, but not in the field related to project work. In the light of this, the respondents were requested to complete the questionnaire indicating specific areas of professional orientations and their responses noted as illustrated in table 4.9.

**Table 4.9: Influence of implementation to youth entrepreneurs in Homa Bay County and area of training on implementation of one third tender policy**

Area of training	Mean	N	Std. Deviation
Community development	1.40	20	.503
Others	1.37	35	.490
Business management	1.62	47	.491
Project management	1.40	53	.494
Social work	1.52	58	.504
Total	1.47	213	.501

Results from table 4.9 reveal a majority within those trained in social work agreeing with training on implementation of one third tender policy influencing youth entrepreneur in Homa Bay County with a mean of 1.52 and a standard deviation of 0.504; respondents trained on project management agreed while posting a mean of 1.40 and a standard deviation on 0.494; respondents trained in business management agreed on area of training influencing implementation of one third tender policy among youth entrepreneurs in Homa Bay as shown with a mean of 1.62 and a

standard deviation of 0.491; respondents that bore other skills in training agreed that area of training influenced implementation of one third tender policies in Homa Bay were influenced by area of professional training as shown with a mean of 1.37 and a standard deviation of 0.490; lastly, respondents trained in community development showed their confidence in the subject while posting a 1.40 mean and a standard deviation of 0.503 that areas of professional training influenced the youths involvement in on third tender policy in Homa Bay County.

To support these findings, a chi-square test statistic was conducted and it showed that with a likelihood ratio of 7.545 at 4df and a p-value of .110 the factor was less likely to influence the policy and that this that Implied by the statistics is that even the few who had some professional training lacked the specific project implementation skills and were therefore likely to encounter challenges with the implementation of technical oriented government projects in Homa Bay County. One could conclude that access to these tenders were not really subject to the skills and knowledge of project work, but probably on political connections with the barons of politics in the county.

#### **4.4.3. Form of training on implementation of one third tender policy**

Having trained in a given field hardly determines ones level of competencies, but the form in which the training is packaged dictates the extent of skills acquisition, that is weather formal, or informal. In the light of this, the researcher believed that the form in which training is offered could be of great significance to the study, as it would reveal the degree to which specific skills were attained by the youth entrepreneurs seeking the government contracts in Homa Bay County. The respondents were

therefore asked to complete the questionnaire disclosing the form of training normally prefer and their respondents captured as depicted in table 4.10.

**Table 4.10: Influence of implementation to youth entrepreneurs in Homa Bay County and form of training on implementation of one third tender policy**

Form of training	Mean	N	Std. Deviation
Use of computer technology	1.43	21	.507
Workshops and seminars	1.47	36	.506
Formal	1.41	58	.497
Informal	1.63	64	.488
Others	1.32	34	.475
Total	1.47	213	.501

Respondents when asked on whether the form of training on implementation of the one third policy in tendering influenced implementation among youth entrepreneurs in Homa Bay County, it was established that those within “use of computer technology” agreed that the form of training influenced implementation of one third tender policy as shown with a 1.43 mean with a std. deviation of 0.507; youths that were trained in workshops and seminars also agreed on its influence by presenting a 1.47 mean and a 0.506 std. deviation; youths formally trained on specific skills acknowledged its influence by presenting a 1.41 mean and a std. deviation of 0.497, whereas those that were informally trained posted a mean of 1.63 and a std. deviation of 0.488; others trained in several ways including apprenticeship and attachment agreed on the form of training influencing implantation of one third tender policy among youth entrepreneurs by posting a 1.32 mean and a std. deviation of 0.475.



These findings were supported by conducting chi-square tests that revealed a likelihood ratio of 10.076 at a 4df posting a p-value of .039 therefore revealing a very significant relationship between form of training on implementation of one third tender policy among youth entrepreneurs in Homa Bay County, Kenya.

#### 4.4.4. Frequency of training on implementation of one third tender policy

The extent to which the effectiveness of training can be realized is on the emphasis of continuous education and training on a regular basis in order to keep abreast with the ever-changing operating environment. Given that the global business environment is replete of unpredictable changes, it is vital that a business entrepreneur should seek continual training to acquire skills so as to be capable dealing with the ever-threatening emerging changes in the business world. In the light of this reality, the respondents were asked to complete the questionnaire indicating the frequency which training was done and their responses captured as illustrated in table 4.11.

*Table 4.11. Influence of implementation to youth entrepreneurs in Homa Bay County and frequency of training on implementation of one third tender policy*

Frequency of training	Mean	N	Std. Deviation
Rarely	1.53	32	.507
Very frequently	1.54	54	.503
Occasionally	1.40	20	.503
Frequently	1.59	54	.496
Very rarely	1.28	53	.455
Total	1.47	213	.501

Table 4.11 reveals that, majority among respondents rarely received training on tendering procedures in the county, 1.53 mean and a std. deviation of 0.507; followed by those that very frequently accessed training with a 1.54 mean and a 0.503 std deviation, 1.40 mean occurred within those that occasionally received training with a 0.503 std. deviation; a mean of 1.59 was obtained from those that frequently trained on tendering procedures with the county government on implementation of one third policy and a std. deviation of 0.496 and lastly those that very rarely received training posted a working mean of 1.28 and a std. deviation on 0.455. These statistics are a revelation of the low level of education that the youth entrepreneurs in Homa Bay County had and hence a pointer that even with the contracts preserved for them, few were able to access. These findings were exemplified with Chi-Square Tests that were conducted following the means compared that revealed a likelihood ratio value of 12.842 and a .012 p-value level of asymptotic mean that indicate a very strong significance and likelihood of re-occurrence of the factor over and over.

#### **4.5. Resources on implementation of one third tender policy**

Resource mobilization is a crucial component in any business enterprise; such that, every business entrepreneur must aggressively look for sufficient resources in order to confidently seek for competitive government contracts. On this account, resource mobilization is considered a major variable that influences the level of success in the implementation of a development intervention. In this study, resource mobilization was measured on the bases of, the availability of sufficient resources, types of resources, mode of sourcing and the frequency of sourcing.

#### 4.5.1: Types of resources on implementation of one third tender policy

Effective implementation of any project initiatives a function of alignment of organizational resources with key activities scheduled to deliver the project outcome as planned by the stakeholders. In this case, resources take into consideration of funds, materials, human capital and works, which must be assembled in a particular package to ensure that all project activities, are accomplished within schedule. In the light of this, the respondents were requested to complete the questionnaire indicating the most common types of resources they were using to implement their projects and table 4.12 illustrates their responses.

*Table 4.12. Type of resources on implementation of one third tender policy*

Types of resources	Mean	N	Std. Deviation
Equipment	1.50	22	.512
Local materials	1.57	40	.501
Human resources	1.57	65	.499
Financial resources	1.35	40	.483
Others	1.35	46	.482
Total	1.47	213	.501

Table 4.12, reveals that, majorly, equipment resources were vastly required during tendering within the one third tender policy as posted by respondents while implementing their bids, 1.50 mean and a std. deviation of 0.512; followed by local material sourcing including labor with a 1.57 mean and a 0.501 std deviation, 157 mean occurred within human resources with a 0.499 std. deviation; a mean of 1.35 was obtained from tenders that mostly required financial resource with a std. deviation of 0.483 and lastly those that did other forms of material sourcing including

intellectuals and professionals for consultancy with a working mean of 1.35 and a standard deviation of 0.482.

A significant relationship was obtained from the study's chi-square test statistic as shown with a likelihood ratio of re-occurrence of 9.571 at a 4df and a .048 p-value indicating a very high significance between types of resources and implementation of one third tender policy in Homa Bay County.

Implied by these figures was that the youth entrepreneurs in Homa Bay County seeking government contracts considered funds as the most valuable resource for project implementation, yet most of the government projects expected to be implemented heavily rely on use of specific equipment. Besides, little attention was put on human capital despite project activities being executed, not just by people, but those in possession of the requisite competencies demanded by a particular project. It is therefore deductible that implementation of one third tender policy in government contracts among the youth entrepreneurs in Homa Bay County will continue to encounter challenges as long as these youths lack sufficient resources.

#### **4.5.2. Means of sourcing on implementation of one third tender policy**

Sufficient resources required for effective project implementation are normally obtained through aggressive mobilization by employing superior strategies, such that, the necessary equipment, competent technical people, funds and related resources are pooled together to ensure the delivery of the desired project outcomes. In view of this, the respondents were asked to complete the questionnaire indicating the means of sourcing business resources and their responses captured as illustrated in table 4.13.

**Table 4.13. Influence of implementation to youth entrepreneurs in Homa Bay County and means of sourcing on implementation of one third tender policy**

<b>Means of sourcing</b>	<b>Mean</b>	<b>N</b>	<b>Std. Deviation</b>
<b>Commercial loans</b>	<b>1.49</b>	<b>43</b>	<b>.506</b>
<b>Donation</b>	<b>1.36</b>	<b>25</b>	<b>.490</b>
<b>Others</b>	<b>1.37</b>	<b>43</b>	<b>.489</b>
<b>Personal savings</b>	<b>1.36</b>	<b>47</b>	<b>.486</b>
<b>Equipment leasing</b>	<b>1.69</b>	<b>55</b>	<b>.466</b>
<b>Total</b>	<b>1.47</b>	<b>213</b>	<b>.501</b>

In table 4.13, reveals that, majority among respondents sourced resource from commercial loans while implementing their bids, 1.49 mean and a std. deviation of 0.506; followed by those that sought for donations with a 1.36 mean and a 0.490 std deviation, 1.37 mean occurred within those that source finances from others that might have included AGPO as cited by anew respondents a 0.489 std. deviation; a mean of 1.36 was obtained from those that financed tenders from personal savings with a std. deviation of 0.486 and lastly those that did equipment sourcing posting a working mean of 1.69 and a std. deviation on 0.466

A significant relationship was obtained from the study's chi-square tests statistic as shown with a likelihood ration of re-occurrence of 16.155 at a 4df and a .003 p-value indicating a very high significance between sourcing and implementation on one third tender policy in Homa Bay County.

The implications of these findings are that most of the youth entrepreneurs who were seeking implementation of government projects under the one third tender policy in

Homa Bay County relied heavily on personal saving with little effort to mobilize the resources using other methods such as seeking commercial loans, as personal saving was very inadequate. It is therefore worth drawing a thread of reasoning that the one third tender policy among the youth entrepreneurs in Homa Bay County is still like to encounter implementation gaps as the youth lack the resource capacity.

#### **4.5.3. Adequacy of resources on implementation of one third tender policy**

Best project management practice demands that project activities be scheduled in line with corresponding resources for purposes of delivering the desired project milestones and intermediate components as initially planned by the stakeholders. This is because any delay in the execution of key project tasks will definitely push up the entire project cost considerably, as a result of the complexity of the project implementation environment that is ever changing. In the light of this fact, the respondents were asked to complete the questionnaire indicating the level of agreement, or disagreement that they were able to obtain sufficient resources for the projects and table 4.14 illustrates their responses.

**Table 4.14: Influence of implementation to youth entrepreneurs in Homa Bay County and adequacy of resources on implementation of one third tender policy**

Adequacy of resources	Mean	N	Std. Deviation
Rarely	1.52	27	.509
Very often	1.50	56	.505
Sometimes	1.51	47	.505
Always	1.46	48	.504
Never	1.37	35	.490
Total	1.47	213	.501

In table 4.14, reveal a majority posting that they rarely access adequate resources as regard tendering and one third policy as shown with a mean of 1.52 and a standard deviation of 0.509; respondents that very often accessed adequate resource posted a mean of 1.50 and a standard deviation on 0.505; respondents “sometimes” accessed resources posted a mean of 1.51 and a standard deviation of 0.505; respondents that always accessed adequate resources and agreed resources influenced implementation of one third tender policies in Homa Bay posted a mean of 1.46 and a standard deviation of 0.504; lastly, respondents who hardly accessed resources for tendering adequately a 1.37 mean and a standard deviation of 0.490. These figures imply that the youth entrepreneurs in Homa Bay County who were implementing government projects within the model of one third tender policy did not have sufficient resources that would enable them compete for the tenders. It is therefore unlikely that the one third tender policy in government contracts among the youth entrepreneurs would be

#### 4.5.4. Frequency of sourcing on implementation of one third tender policy

Initial availability of project resources does not guarantee the delivery of the desired project outcomes, as the project environment is always replete with unpredictable changes that before long, new issues crop up. In the light of this reality, all key project components and activities should consistently be monitored so that should need arise; the necessary changes are effected to align the project implementation to the changing business operating environment. In the light of this necessity, the respondents were asked to complete the questionnaire indicating how often they sourcing for project implementation and their responses noted as illustrated in table 4.14.

*Table 4.15: Influence of implementation to youth entrepreneurs in Homa Bay County and frequency of sourcing on implementation of one third tender policy*

Frequency of sourcing	Mean	N	Std. Deviation
Occasionally	1.50	38	.507
Rarely	1.38	24	.495
Very frequently	1.38	53	.489
Very rarely	1.37	38	.489
Frequently	1.65	60	.481
Total	1.47	213	.501

Revealed in table 4.15 reveals that, majority among respondents occasionally sourced for material when allocated tenders, 1.50 mean and a std. deviation of 0.507; followed by those that rarely sourced with a 1.38 mean and a 0.495 std deviation, 1.38 mean occurred within those that very frequently sourced with a 0.489 std. deviation; a mean of 1.37 was obtained among those that very rarely sourced for material with the factor's influence on implementation of one third policy and a std. deviation of 0.489



and lastly those that frequently sourced for material and information posted a working mean of 1.65 and a std. deviation on 0.481.

These statistics imply that the youth entrepreneurs implementing government projects packaged in the one third tender policy in Homa Bay County were unable to mobilize project resources frequently and hence the overall implementation of the policy was bound to remain unsatisfactory. A significant relationship was obtained from the study's chi-square tests statistic as shown with a likelihood ratio of re-occurrence of 12.316 at a 4df and a .015 p-value indicating a very high significance between sourcing and implementation on one third tender policy in Homa Bay County.

#### **4.6. Access to information on implementation of one third tender policy**

In the modern age of communication technology, access to information is regarded as one of most critical factors of production and all organizations normally put effort in ensuring that information, both from the internal and external environments, are accessed, processed, stored and availed when need be for purposes of decision making. Information about the basic tender requirements, tender advertisement and other processes are only made available when effective information systems are established. In this study, access to information was measured on the basis of knowledge of tender requirements, common sources of information, Ease of access and frequency of access.

##### **4.6.1. Knowledge of tender requirements**

The researcher assumed that the knowledge of the basic tender requirements was critical in the implementation of the one third tender policy among the youth

entrepreneurs in Homa Bay County, since the policy components have to be communicated and only the individuals with the capacity to obtain information on such would go for the tender. In this respect, the respondents were asked to complete the questionnaire indicating the level of agreement that they were fully aware of the basic tender requirements and their responses were captured in table 4.16.

**Table 4.16. Influence of implementation to youth entrepreneurs in Homa Bay County and knowledge of tender requirements**

Level of agreement	Mean	N	Std. Deviation
Undecided	1.50	44	.506
Disagree	1.46	35	.505
Agree	1.53	55	.504
Strongly agree	1.57	51	.500
Strongly disagree	1.18	28	.390
Total	1.47	213	.501

Table 4.16 reveals that, majority among respondents were undecided, 1.50 mean and a std. deviation of 0.506; followed by those that disagreed with a 1.46 mean and a 0.505 std deviation, 1.53 mean occurred within those that agreed with a 0.504 std. deviation; a mean of 1.57 was obtained among those that strongly agreed with the factor's influence on implementation of one third policy and a std. deviation of 0.500 and lastly those that strongly agreed posted a working mean of 1.18 and a std. deviation on 0.390.

The implications of the statistics cited is that level of awareness of the basic tender requirements among the youth entrepreneurs in Homa Bay County was generally low and this was a great challenge to the implementation of the one third tender policy in

government contracts among the youth entrepreneurs, since with poor information, even being aware of the existence of such projects for the youth remained a tall order.

Chi-Square Tests further revealed a high likelihood of the factor influencing the study with a 13/357 value at a 4df and a .010 p-value far less than the table constant .050 therefore indicating that knowledge on the tendering process highly influenced implementation of one third tender policy.

#### **4.6.2. Common sources of information on implementation of one third tender policy**

The extent to which information can be processed and availed to relevant persons for use in decision making is significant to tasks accomplishment in an organization, so much such that, superior means of combination must be established. In the light of this, the respondents were requested to complete the questionnaire indicating the most common means of obtaining information and their responses are displayed in table 4.17.

**Table 4.17: Influence of implementation to youth entrepreneurs in Homa Bay County and common sources of information on implementation of one third tender policy**

Common sources of information	Mean	N	Std. Deviation
Word of mouth (verbal)	1.41	66	.495
Newsprint media	1.63	63	.485
Website sources	1.50	32	.508
Radio/tv	1.30	33	.467
Posters	1.42	19	.507
Total	1.47	213	.501

Table 4.17 captures the distribution of the responses of the respondents concerning the most common media sources available for obtaining information on the government tenders and of the 214 respondents, none stated the radio, 27 (12.61%) stated obtaining information through verbal communication, 93 (43.46%) indicated use of posters, 18 (08.41%) mentioned newspapers, and 41 (19.61%) stated the other category.

From the statistics obtained, it appears that the most common means of accessing the tender information among the youth entrepreneurs in Homa Bay County was posters put up in public places for interested bidders to access, yet the national newspapers with wide circulation could have been the most effective in disseminating such information. This implies that the level of access to information was relatively low, since a significant number of youths were relying on verbal communication which is replete with just ordinary information, non-formality, and fluctuations of emotions

and hardly stored for future reference. Chi-square results revealed a very significant relationship between sources of information and implementation of the one third tender policy for youth entrepreneurs in Homa Bay County as with a likelihood ratio of 12.009, at a 4df and a p-value of .017.

#### **4.5.3. Tender processing information on implementation of one third tender policy**

Resulting from the enactment of the public procurement and disposals act of 2005, all public entities engaged in procurement must embrace high levels of openness and transparency in procurement and open tendering is believed to achieve this objective. All the contract bidders are expected to be informed about the progress of the entire process in the spirit of transparency that helps to build public confidence in the process. The respondents were therefore asked to complete the questionnaire indicating the ease with which they often received tender processing information and their responses presented in table 4.18

***Table 4.18. Influence of implementation to youth entrepreneurs in Homa Bay County and tender processing information on implementation of one third tender policy***

Tender processing information	Mean	N	Std. Deviation
very frequently	1.48	40	.506
Frequently	1.46	72	.502
Occasionally	1.65	52	.480
Rarely	1.32	28	.476
very rarely	1.29	21	.463
Total	1.47	213	.501

Table 4.18 reveals that of the 213 respondents who completed the questionnaire indicating the ease of accessing the tender processing information, 18 (8.41%) stated very easy, 54 (25.76%) indicated that access to the tender processing information was easy, 126 (58.88%) mentioned less easy. In view of the cited statistics on the ease of access to information, it is evident that most of the youth entrepreneurs in Homa Bay County found it difficult to access the tender processing information on the status of their bids. This reality casts doubt on the adoption and use of the instrument of public procurement for equity in awarding tenders to prospective contractors, with the possibility of minimizing public trust on government procurement. Chi-Square Tests further revealed a high likelihood of the factor influencing the study with a 12.673 value at a 4df and a .013 p-value far less than the table constant .050 therefore indicating that tender processing information on the tendering process highly influenced implementation of one third tender policy.

#### **4.5.4. Frequency of access on implementation of one third tender policy**

The effectiveness of an information system relies on the frequency with which new data is obtained and new information processed and made available to relevant entities for decision making. In the study, the extent of access to information was perceived to indicate the efficiency and effectiveness by which the youth entrepreneurs in Homa Bay County would obtain the tender processing information and subsequent implementation of the one third tender policy in government contracts. The respondents were therefore asked to complete the questionnaire indicating the frequency of obtaining information and their responses captured as illustrated in table 4.19 were The manner in which the youth entrepreneurs

**Table 4.19. Influence of implementation to youth entrepreneurs in Homa Bay County and frequency of access on implementation of one third tender policy**

Frequency of access	Mean	N	Std. Deviation
Occasionally	1.51	37	.507
Rarely	1.47	38	.506
Very frequently	1.36	56	.483
Frequently	1.67	55	.474
Very rarely	1.26	27	.447
Total	1.47	213	.501

Table 4.19 reveals that, majority among respondents revealed an occasional access of information on implementation of one third tender policy with a 1.51 mean and a std. deviation of 0.507; followed by those that rarely accessed information with a 1.47 mean and a 0.506 std deviation, 1.36 mean occurred within those that very frequently accessed information with a 0.483 std. deviation; a mean of 1.67 was obtained from those that frequently accessed information with the factor's influence on implementation of one third policy and a std. deviation of 0.447 and lastly those that very rarely accessed information on implementation of one third policy revealed a working mean of 1.26 and a std. deviation on 0.447.

In the light of the cited statistics on the frequency of access to information, most of the youth entrepreneurs in Homa Bay County found it difficult to access the tender processing information on the status of their bids as frequently as possible. This fact negates the application of the public procurement principles in public procurement in government contracts, as well as the possibility of engaging in a transparent exercise that would attract the public to participate in the tenders. A likelihood of association

of access to information on implementation of one third tender policy was significant as posted with a 17.427 chi value at a 4df and a p-value of .002 thereby indicating a very high significance in relationship.

#### **4.6. Tender processing procedures on implementation of one third tender policy**

In the study, it was assumed that the procedure of tender processing by the procurement agencies would have significant influence on implementation of the one third tender policy in government contracts among the youth entrepreneurs in Homa Bay County. This is because there had been some opinion that government tenders were being manipulated to favor the cronies of the procurement officers and hardly undertaken transparently. In view of this assumption, this variable was measured on the basis tender requirements, length of bid processing, methods of tender evaluation and the level of integrity of the procedures.

##### **4.6.1. Basic tender requirements on implementation of one third tender policy**

Public procurement system in Kenya has often been blamed for failure by different government agencies in attaining high levels of absorption of the funds allocated, ostensibly due the underlying bureaucracies associated with procurement. It is common encounter among many contractors seeking government tenders to be turned down on the basis of failure to meet the basic tender requirements, which in most cases are hardly in the public domain. The respondents were asked to complete the questionnaire stating the extent to which they agreed or disagreed that they normally meet the basic tender requirements and table 4.20 shows their responses.



**Table 4.19: Influence of implementation to youth entrepreneurs in Homa Bay County and basic tender requirements on implementation of one third tender policy**

Level of agreement	Mean	N	Std. Deviation
Agree	1.57	68	.498
Strongly agree	1.40	53	.494
Disagree	1.35	34	.485
Undecided	1.66	29	.484
Strongly disagree	1.34	29	.484
Total	1.47	213	.501

Table 4.19 reveals that, majority among respondents agreed, 1.57 mean and a std. deviation of 0.498; followed by those that strongly agreed with a 1.40 mean and a 0.494 std deviation, 1.35 mean occurred within those that disagreed with a 0.485 std. deviation; a mean of 1.66 was obtained from those that were undecided with the factor's influence on implementation of one third policy and a std. deviation of 0.484 and lastly those that strongly disagreed posted a working mean of 1.34 and a std. deviation on 0.484. From these findings it can be eluded that most youth entrepreneurs in Homa Bay County were unable to meet the basic tender requirements in order to access the government contracts under the package of the one third tender policy, hence tender processing procedures significantly influenced implementation of this procurement policy due to the bureaucracies involved. Chi-square tests revealed further that with a likelihood ratio of 11.872 obtained at a 4df, a .018 p-value was obtained that was <0.050 table constant therefore revealing a very significant relationship existing within procedures and implantation of one third policy among youth entrepreneurs of Homa Bay County in Kenya.

#### 4.6.2. Length of tender processing on implementation of a third tender policy

In this study, the researcher assumed that the length of time taken to process a bid could significantly influence implementation of the one third tender policy among the youth entrepreneurs in Homa Bay County, since it is the wish of all the contractors to obtain the sought contract as immediately as possible. In the light of this, the respondents were asked to complete the questionnaire stating their agreement or disagreement that the tender processing by the procurement entities was normally satisfactory and table 4.21 shows their responses.

*Table 4.21: Influence of implementation to youth entrepreneurs in Homa Bay County and length of tender processing on implementation of a third tender policy*

Level of agreement	Mean	N	Std. Deviation
Undecided	1.59	41	.499
Disagree	1.39	33	.496
Strongly disagree	1.36	22	.492
Agree	1.65	55	.480
Strongly agree	1.32	62	.471
Total	1.47	213	.501

Table 4.21 reveals that, majority among respondents were undecided, 1.59 mean and a std. deviation of 0.499; followed by those that disagreed with a 1.39 mean and a 0.499 std deviation, 1.36 mean occurred within those that strongly disagreed with a 0.492 std. deviation; a mean of 1.65 was obtained from those that agreed with the factor's influence on implementation of one third policy and a std. deviation of 0.480 and lastly those that strongly agreed posted a working mean of 1.32 and a std. deviation on 0.471. The implication is that, majority of the youth entrepreneurs implementing government contracts in Homa Bay County felt unsatisfactory with the length of time

the procurement entities were taking in processing the tenders. This is blamed for keeping most of these entrepreneurs from seeking these contracts for fear they were being manipulated for the benefit of predetermined individuals and not for the public good. This factor was seen to highly influence one third tender policy implementation as with a 17.107 likelihood ratio obtained from chi-square test for significance at a 4df and a p-value of .002 <0.050 table constant and therefore revealing a very significant relationship between the factor with one third tender policy implantation among youth entrepreneurs in Homa Bay County.

#### **4.6.3. Tender evaluation method on implementation of a third tender policy**

In public procurement in Kenya, the most perceived transparent tender evaluation method is open tender, for it is considered a method that promises equal opportunities to the contractors to favorably compete for government tenders. However, there are occasions that the contractors have faulted the process as being used as a disguise of transparency yet certain unscrupulous procurement entities are known to manipulate the system otherwise. It is in this pretext that the respondents were asked to complete the questionnaire indicating the most commonly applied tender evaluation method and table 4.22 illustrates their responses.

**Table 4.22. Tender evaluation method on implementation of a third tender policy**

Level of satisfaction	Mean	N	Std. Deviation
Neutral	1.54	35	.505
Moderately satisfied	1.42	33	.502
Moderately dissatisfied	1.60	65	.494
Very dissatisfied	1.38	58	.489
Very satisfied	1.32	22	.477
Total	1.47	213	.501

From the study, it was established that; a majority within those who neutrally felt evaluation of tenders influenced implantation of the one third tender policy posted a 1.54 mean and a std. deviation of 0.505; followed by those that were moderately satisfied with evaluation on implementation with a 1.42 mean and a 0.502 std deviation; moderately dissatisfied presented a 1.60 mean and a std. deviation of 0.494 while them that were very dissatisfied stood at a 1.38 mean and a std. deviation of 0.489 and lastly very few occurrences among respondents revealed a very satisfied lot with evaluation during implantation of one third tender policy among youth of Homa Bay County with a 1.32 mean and a std. deviation of 0.477. This closely implied that the tender evaluation method that was being adopted was kept in secrecy under the disguise of bids being awarded on the basis of the lowest quotation or economically advantageous methods. This total disregard of the principles of public procurement and disposals of public assets in awarding tenders was to blame for the glaring challenges that the implementation of the one third tender policy in government contracts among the youth entrepreneurs was facing in Homa Bay County. These findings were also elaborated with a chi-square test showing a 9.457 likelihood of re-

occurrence at a 4df and a p-value of .051 depicting a high significance of occurrence when the factor was tested over time.

**4.6.4. Level of integrity of the tendering process on implementation of a third tender policy**

The researcher was interested in establishing the extent which the youth entrepreneurs perceived the level of integrity with which the entire tender processing procures were being undertaken in awarding government contracts. This was because despite the works being preserved for the youth entrepreneurs, implementation of the one third tender policy in government contracts was below expectation. On account of this eventuality, the respondents were asked to complete the questionnaire disclosing the extent to which tender processing procedures were transparent and table 4.23 illustrates their responses.

***Table 4.23: Influence of implementation to youth entrepreneurs in Homa Bay County and level of integrity of the tendering on implementation of a third tender policy***

Level of influence	Mean	N	Std. Deviation
Met expectations	1.51	53	.505
Far below	1.42	31	.502
Slightly below	1.60	70	.493
Far above	1.33	15	.488
Slightly above	1.32	44	.471
Total	1.47	213	.501

Findings from table 4.23 revealed that among the 213 respondents that successfully returned their questionnaires, a majority within those who felt the level of integrity of

the tendering influenced implementation of one third policy felt it met expectations as shown with a 1.51 mean and a std. deviation of 0.505; this was followed with a majority who felt integrity was far below met that posted a 1.42 mean and a std. deviation of 0.502; a majority within those who felt integrity issues were slightly below their expectation who presented a 1.60 mean and a std. deviation of 0.493; 15 respondents constantly felt with a mean of 1.33 and a std deviation of 0.488 that integrity was far above their expectation when during implementation of the one third policy in tendering among youth entrepreneurs whereas 44 respondents presented a 1.32 mean and a 0.471 std. deviation when arguing that in their perspective, integrity during tendering was slightly above their expectations.

By implication, majority of the youth entrepreneurs did not find the tender processing procedures transparent and hence this explains skepticism of the public in government procurement, which often is blamed for runaway corruption among the public servants. In certain circumstances, the lords of impunity and corruption in the country hold even goods laws at ransom, leaving people wondering why good legislations have always failed to meet the public expectations. This was ascertained by findings from a chi-test that revealed that as a factor, integrity influenced implementation of one third tender policy in Homa Bay County and the same was likely to re-occur with a ratio of 10.32 at a 4df posting a p-value of .030 <0.005 table constant and therefore revealing a high significance to the study.

#### **4.7. Other factors influencing implementation of one third tender policy among youth entrepreneurs in Homa Bay County**

The study established other factors that inevitably stood between successful implementation and achievement of one third policy among youth entrepreneurs; political considerations and government policies as sub-thematic areas studied under moderating variables within the study. Results were as follows in the discussion

##### **4.7.1. Political considerations**

Politics and a shift of power come out as far reaching as resource allocation, resource utilization and participation of citizens in resource mobilization. Homa Bay constituents participated in their electoral right in electing their governor who forms their immediate government that caters for their needs. In this insight, their participation as youth in enterprises serving and transacting business with the same government, it is expected that their requests to be considered while sourcing locally for provision of certain services and goods come as a priority. Respondents in this study were asked to report whether political considerations influenced implementation of one third tender policy among youth entrepreneurs in Homa Bay county and the results were as shown in the table that 2.24

**Table 4.24: Influence of implementation to youth entrepreneurs in Homa Bay County and political considerations**

Political considerations	Mean	N	Std. Deviation
Strongly disagree	1.42	36	.500
Disagree	1.39	31	.495
Undecided	1.38	37	.492
Agree	1.68	74	.471
Strongly agree	1.29	35	.458
Total	1.47	213	.501

From table 4.24, it is depicted that majority among respondents in the study strongly agreed to the influence of political considerations on tendering within the one third rule as presented with a 1.42 mean and a std. deviation of 0.500; this was followed with those who disagreed that posted a 1.39 mean and a std. deviation of 0.495, those who were undecided on the factor who posted a 1.38 mean and a std deviation of 0.492; respondents who agreed to its influence revealed a mean of 1.68 and a std. deviation of 0.471 and lastly those who strongly agreed with the factors influence to tendering policy among youth entrepreneurs in Homa Bay county showed a mean o 1.29 and a std. deviation of 0.458. in this regard, it was established that political considerations played a major role during sourcing of tenders among youth entrepreneurs in Homa Bay county with regard to one third tender policy.

These findings were further justified when a chi-square test was conducted that revealed a likelihood ratio of 20.216 at a 4df posting a p-value of .002 that showed a great significance in influence of the factor under study: political consideration among youth entrepreneurs in Homa Bay County.



#### 4.7.2. Government policies

**Table 4.25: Influence of implementation to youth entrepreneurs in Homa Bay County and government policies**

Government policies	Mean	N	Std. Deviation
Strongly agree	1.49	35	.507
Agree	1.48	67	.503
Disagree	1.41	29	.501
Undecided	1.66	41	.480
Strongly disagree	1.32	41	.471
Total	1.47	213	.501

On the other hand, government policies on one third tender policies as a factor within factors that stood between the success of implementation of the policy was studied and responses were solicited from study participants and the results were as follows from the table;-

Majority of respondents within those who participated in the study strongly agreed to government policies influencing implementation of one third tender policy among youth entrepreneurs with a 1.49 mean and a std. deviation of 0.507; a 1.48 mean and a 0.503 std deviation was also obtained from those who agreed with the factors influence whereas, 1.41 mean and a std. deviation of 0.501 was obtained from those who disagreed with the factors influence on implementation of the one third tender policy; respondents that were undecided on the factor posted a 1.66 mean with a std deviation of 0.480 while those who strongly agreed with the factor influencing implementation of one third policy among youth entrepreneurs stood at a mean of 1.32 and a std. deviation of 0.471.

These results were supported when a chi-test was conducted that revealed high significance in relationship and a probable likelihood of the factor influencing implementation on a greater scale with a likelihood ratio of 10.272 at a 4df and an asymptotic p-value of 0.36 that was  $<0.005$  table constant and therefore revealing that the factor was very significant to implantation of the one third tender policy among youth entrepreneurs in Homa Bay county, Kenya.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1. Introduction**

This chapter gives the summary of findings, conclusions and recommendations against the backdrop of the major study variables. The variables upon which the study findings were made include resource mobilization, technical capacity, access to information and tender processing procedures, viewed against the prism of implementation of a third tender policy in government contracts among the youth entrepreneurs in Homa Bay County.

#### **5.2. Summary of findings**

This chapter focuses on data analysis, presentation, interpretation and discussion. Data was analyzed against the backdrop of the key variables of the study; resources; technical capacity; tender management procedures and access to information on implementation of one third tender policy among the youth entrepreneurs in Homa Bay Sub County.

##### **5.2.1. Demographic characteristics of the respondents**

Of great interest to the study on the demographic aspects of the respondents were, gender, age, marital status, level of education, area of engagement and the duration of being in entrepreneurship were the demographic features considered. On these issues, the study established that relatively young youth entrepreneurs, lacking the necessary

technical competencies and attractive resource base to implement massive works and supplies tendered in governments, were few among the entrepreneurs in Homa Bay County. Besides, majority of the entrepreneurs implementing government projects were old enough and on the borders of adulthood (35 years and above), as at this age they are getting stable and are likely to mobilize sufficient resources to take up government tenders.

Moreover, more men than women were registered entrepreneurs with the basic tendering requirements for implementing government projects under the one third tender policy in Homa Bay County due to their political connections. Besides, men often struggle to take care of the family, as many women are normally provided for by their male spouses, hence men will always remain more competitive.

It was noted by the study that married people formed the vast majority of entrepreneurs seeking tenders for purposes of implementing government projects under the one third tender policy model in Homa Bay County, being the most politically influential members of the society. It shouldn't also escape attention that the widowed, though have to take the full responsibility of caring for the family, were few because they were unable to meet the basic tender requirements despite such projects being preserved for them.

The researcher was interested in establishing the disparities, if ever, among the various departments of the devolved government in embracing the one third tender policy in awarding contracts to the youth entrepreneurs. On the account of this, the study established that all the departments were actually involving the youth entrepreneurs in the awarding of contracts under the one third tender policy.

Moreover, it was observed that majority of the projects were in areas perceived as the fulcrum of the county development, an indication that , even with low public participation in project implementation, the stakeholders were aware of the public expectations.

On the level of education, it was noted that most of the youth entrepreneurs had modest education at secondary level and a slight number at tertiary level. This was indicative that the challenges attributed to the implementation of one third tender policy in government contracts would be explained by the absence of individuals having the necessary technical competencies needed for effective implementation of the projects.

The study also established that entrepreneurs who had stayed longer in business were well placed to seek government tenders having obtained the requisite business management skills and experience and were also in possession of substantial resources.

### **5.2.2: Technical capacity on implementation of one third tender policy**

Possession of requisite competencies that are fundamental in tasks performance in a project intervention was considered the most crucial variable of the study. Training was therefore measured on the basis of the highest professional training received, relevance of training to, form of training engaged and frequency of training. In view of these, the study established that majority of the youth entrepreneurs who were seeking government tenders in Homa Bay County displayed humble training at certificate level and below, with high probability that many of them lacked any professional training. Lack of training in specific fields was therefore an impediment

to the implementation of the one third tender policy in government contracts among the youth in Homa Bay County.

Moreover, even the few who had some professional training lacked the specific project implementation skills and were therefore likely to encounter challenges with the implementation of technical oriented government projects. Having trained in a given field hardly determines one's level of competencies, but the form in which the training is packaged dictates the extent of skills acquisition. In the light of this, it was discovered that majority of the youth entrepreneurs seemed to have entered into the domains of project implementation merely through experience, by way of informal interactions and not due to some formalized training processes.

The extent to which the effectiveness of training can be realized is on the emphasis of continuous education and training on a regular basis in order to keep abreast with the ever -changing operating environment. The study revealed low level of education that the youth entrepreneurs in Homa Bay County had and hence a pointer that even with the contracts preserved for them, few were able to access.

### **5.2.3. Resources on implementation of one third tender policy**

Resource mobilization was considered a major variable that influences the level of success in the implementation of a development intervention. In this study, resource mobilization was measured on the bases of, the availability of sufficient resources, types of resources, mode of sourcing and the frequency of sourcing. Resources took into consideration, funds, materials, human capital and works, which must be assembled in a particular package to ensure that all project activities, are accomplished within schedule.

The study noted that the youth entrepreneurs who were seeking government contracts considered funds as the most valuable resource for project implementation, yet most of the government projects expected to be implemented heavily rely on use of specific equipment. Besides, little attention was put on human capital despite project activities being executed, not just by people, but those in possession of the requisite competencies demanded by a particular project.

Sufficient resources required for effective project implementation are normally obtained through aggressive mobilization by employing superior strategies, such that, the necessary equipment, competent technical people, funds and related resources are pooled together to ensure the delivery of the desired project outcomes. In view of this, it was observed that most of the youth entrepreneurs who were seeking implementation of government projects under the one third tender policy in Homa Bay County relied heavily on personal saving with little effort to mobilize the resources using other methods such as seeking commercial loans, as personal saving was very inadequate.

Best project management practice demands that project activities be scheduled in line with corresponding resources for purposes of delivering the desired project milestones and intermediate components as initially planned by the stakeholders. This is because any delay in the execution of key project tasks will definitely push up the entire project cost considerably, as a result of the complexity of the project implementation environment that is ever changing.

The study established that the youth entrepreneurs did not have sufficient resources that would enable them compete for the tenders. Initial availability of project

resources does not guarantee the delivery of the desired project outcomes, as the project environment is always replete with unpredictable changes that before long, new issues crop up. In the light of this reality, the study revealed that the youth entrepreneurs were unable to mobilize project resources frequently and hence the overall implementation of the policy was bound to remain unsatisfactory.

#### **5.2.4: Access to information on implementation of one third tender policy**

In the study, access to information was regarded as one of most critical factors of production and all organizations normally put effort in ensuring that information, both from the internal and external environments, are accessed, processed, stored and availed when need be for purposes of decision making. This variable was measured on the basis of knowledge of tender requirements, common sources of information, Ease of access and frequency of access.

The researcher assumed that knowledge of the basic tender requirements was critical in the implementation of the one third tender policy among the youth entrepreneurs in Homa Bay County, since the policy components have to be communicated and only the individuals with the capacity to obtain information on such would go for the tender. In this respect, it was noted that the level of awareness of the basic tender requirements among the youth entrepreneurs was generally low and this was a great challenge to the implementation of the one third tender policy in government contracts among the youth entrepreneurs.

The extent to which information can be processed and availed to relevant persons for use in decision making is significant to tasks accomplishment in an organization, so much such that, superior means of commination must be established. In the light of



this, it was established by the study that the most common means of accessing the tender information among the youth entrepreneurs was posters put up in public places for interested bidders to access, yet the national newspapers with wide circulation could have been the most effective in disseminating such information.

Resulting from the enactment of the public procurement and disposals act of 2005, all public entities engaged in procurement must embrace high levels of openness and transparency in procurement and open tendering is believed to achieve this objective. On the ease of access to information, it was evident that most of the youth entrepreneurs found it difficult to access the tender processing information on the status of their bids. This reality casts doubt on the adoption and use of the instrument of public procurement for equity in awarding tenders to prospective contractors, with the possibility of minimizing public trust on government procurement.

In the study, the extent of access to information was perceived to indicate the efficiency and effectiveness by which the youth entrepreneurs would obtain the tender processing information and subsequent implementation of the one third tender policy in government contracts. It was established that most of the youth entrepreneurs found it difficult to access the tender processing information on the status of their bids as frequently as possible. This fact negates the application of the public procurement principles in public procurement in government contracts, as well as the possibility of engaging in a transparent exercise that would attract the public to participate in the tenders.

In addition, findings on the influence of government sensitization on tendering participation disclosed that there were capacity building programs on tendering to

empower youth. Awareness and access to information was provided to enhance youth participation in government tenders. Further, the findings revealed that most young people entrepreneurs fail to participate in government tenders because they lack information. Moreover, the study established that most youth were not well acquainted with procurement language and procedures. It was also established that the Government has not provided adequate access to information on tenders for special groups. Government institutions have not sufficiently enlightened women bidders on procurement systems on a regular basis through training. Nevertheless, the study established that public procurement system was not complex, costly and time consuming to deter youth from participating.

On the influence of financing on tendering participation, the findings revealed that access to financing affects youth participation in government tenders. It was also established that gender imbalance and inequality in access to finance hampers youth participation in government tenders. Further, the findings established that some women feel excluded from public procurement contracts because they do not have financial capacity. The findings further showed that funding from Uwezo would have enabled youths to participate in government tenders. It was also found that women are disadvantaged when it comes to accessing startup capital or loans for tendering. Additionally, youth who participate in government tenders are not promptly paid.

#### **5.2.5. Tender processing procedures on implementation of one third tender policy**

The researcher assumed that the procedure of tender processing by the procurement agencies would have significant influence on implementation of the one third tender policy in government contracts among the youth entrepreneurs in Homa Bay County.

This variable was measured on the basis tender requirements, length of bid processing, methods of tender evaluation and the level of integrity of the procedures.

It was a common encounter among many contractors seeking government tenders to be turned down on the basis of failure to meet the basic tender requirements, which in most cases are hardly in the public domain.

In view of this, it was observed that most youth entrepreneurs were unable to meet the basic tender requirements in order to access the government contracts under the package of the one third tender policy, hence tender processing procedures significantly influenced implementation of this procurement policy due to the bureaucracies involved.

In this study, the researcher assumed that the length of time taken to process a bid could significantly influence implementation of the one third tender policy among the youth entrepreneurs in Homa Bay County, since it is the wish of all the contractors to obtain the sought contract as immediately as possible. The study revealed that majority of the youth entrepreneurs implementing government contracts felt unsatisfactory with the length of time the procurement entities were taking in processing the tenders. This is blamed for keeping most of these entrepreneurs from seeking these contracts for fear they were being manipulated for the benefit of predetermined individuals and not for the public good.

In public procurement in Kenya, the most perceived transparent tender evaluation method is open tender, for it is considered a method that promises equal opportunities to the contractors to favorably compete for government tenders. The study established that the tender evaluation method that was being adopted was kept in secrecy under

the disguise of bids being awarded on the basis of the lowest quotation or economically advantageous methods.

The researcher was interested in establishing the extent to which the youth entrepreneurs perceived the level of integrity with which the entire tender processing procures were being undertaken in awarding government contracts. The study noted that majority of the youth entrepreneurs did not find the tender processing procedures transparent and hence this explains skepticism of the public in government procurement, which often is blamed for runaway corruption among the public servants. In certain circumstances, the lords of impunity and corruption in the country hold even goods laws at ransom, leaving people wondering why good legislations have always failed to meet the public expectations.

### **5.3. Conclusions**

The study was guided by the variables; the influence of resourcing, technical competency, access to information and tender processing procedures on implementation of one third tender policy in government contracts among youth entrepreneurs in Homa Bay County. In view of these objectives, the study concludes that implementation of one third tender policy was significantly influenced by aggressive mobilization of resources, without which, most of the youth entrepreneurs unable to seek the government contracts.

In few cases where the entrepreneurs had resources, they were not in varied form; instead there was more focus on funds in total disregard of other resources such as human capital and even local materials. There sources were therefore found to be inadequate, means of mobilization poor and less frequently sourced, hence dealing a

**blow to implementation of one third tender policy in government contracts among youth entrepreneurs in Homa Bay County.**

**Owing to the fact that these public tenders demand high levels of technical skills in the implementation, the researcher concludes that with acquisition of competitive knowledge and skills, especially in project management systems and practices, the youth entrepreneurs were bound to effectively compete for the tenders, most of the youth entrepreneurs lacked training and the few who trained did so in fields hardly related to the tendered projects, the mode of training ineffective and the frequency of training to keep abreast with emerging changes in the projects environment was wanting.**

**Tender processing procedures also had significant influence on implementation of one third tender policy in government contracts among youth entrepreneurs, as the procedures were too bureaucratic leading to lack of public confidence and subsequently unsatisfactory implementation of the policy. Besides, most of the youth entrepreneurs hardly possessed basic tender requirements, length of time of tender processing was tedious, methods of evaluation were amorphous and integrity of the procedures were questionable.**

**Access to information, though considered a critical element on implementation of one third tender policy, the researcher concludes that the procurement entities in Homa Bay County did provide vital tender information, knowledge of the basic tender requirements among the youth entrepreneurs was low, means of tender advertisements were ineffective, access to the tender advertisements was difficult and frequency of access to tender processing level was considerably low.**

## **5.4. Recommendations**

In this study, the researcher discusses recommendations within the frameworks of two dimensions, that is, recommendations for policy formulation and suggestions for further research.

### **5.4.1. Recommendations for policy formulation**

The study seeks to offer insights into adoption of superior development practices by creating employment opportunities for the youth to widen the scope of public participation for sustainable development. In this case, the study recommends that the government should establish a soft loan scheme that would enable the youth entrepreneurs to obtain the necessary resources for investment into the projects.

Besides, the government also ought to develop a framework that offers informal training to the youth entrepreneurs in the technical areas of project work to enable them acquire the requisite competencies needed in specific government projects, hence opening channels in the project approach as an alternative employment opportunity at the community level geared in addressing the economic challenges in the country.

The study also recommends that the procurement entities should step up the levels of giving information to the general public on the basic tender requirements to keep the public aware of which projects to go for, in an attempt to enhance involvement of the disadvantaged constituents such as the youth, women and persons with disability in government contracts for sustainable development.

**There is need to review the tender processing procedures, addressing issues of bureaucracies associated with tendering to make the process more transparent and deter any form of manipulation by the procurement entities for selfish interests.**

#### **5.4.2. Recommendations for further research**

**On the basis of the study findings, the researcher suggests the following areas to be considered for further research;**

- 1. Do the same factors in this study influence implementation of one third tender policy in government contracts among women entrepreneurs in Homa Bay County?**
- 2. Will the study give the same results should it be conducted in other counties in Kenya with its focus on implementation of the principles of public procurement in general tendering?**
- 3. What other additional factors influence implementation of one third tender policy in government contracts among youth entrepreneurs among the youth in Homa Bay County?**
- 4. What measures ought to be put in place to ensure that integrity of the tender processing procedures is restored among procurement entities in Homa Bay County?**

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## **APPENDIX I: RESEARCH QUESTIONNAIRE**

This questionnaire is developed to obtain information about yourself and your project management committee for use in the study focusing on factors influencing implementation of one third tender policy in government contracts among the youth entrepreneurs in Homa Bay County.

### **SECTION A: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS**

1. State your gender:

- a). Male
- b). Female

2. Indicate your age in years:

- a). Below 20 years.
- b). 20-30
- c). 30-40
- d). 40-50
- e).Above 40

3. State your marital status:

- a) Single
- b) Married
- c) Widowed
- d) Divorced
- e) Other (specify).....

**4. Indicate your level of education**

- a) Primary and below [ ]
- b) Secondary [ ]
- c) Tertiary [ ]
- d) University [ ]
- e) Other (Specify) .....

**5. For how long have you been in the domain of project implementation?**

- a) 1 year and below [ ]
- b) 1-5 [ ]
- c) 6 – 10 years [ ]
- d) 11 – 15 years [ ]
- e) Above 15 years [ ]

**6. In which departmental area have you been involved in project implementation?**

- a) Education [ ]
- b) Water [ ]
- c) Roads and infrastructure [ ]
- d) Trade and industrialization [ ]
- e) Others (specify) .....

**SECTION B. THE STUDY VARIABLES**

**7. Indicate your highest professional training.**

- a) Certificate and below [ ]
- b) Diploma [ ]
- c) Degree [ ]
- d) Post graduate [ ]
- e) Others (specify) .....



**8. Indicate your area of training.**

- a) Project management [ ]
- b) Social work [ ]
- c) Business management [ ]
- d) Community development [ ]
- e) Others (specify) .....

**9. State the form of training often preferred.**

- a) Formal [ ]
- b) Informal [ ]
- c) Workshops and seminars [ ]
- d) Use of computer technology [ ]
- e) Others (specify) .....

**10. How regular do you embrace training in order to keep a breast with changes in project work?**

- a) More frequently [ ]
- b) Frequently [ ]
- c) Indifferent [ ]
- d) Less frequently [ ]
- e) Others (specify) .....

**11. In your own opinion, Explain the extent to which training influences implementation of one third tender policy Homa Bay County.....**

**12. Which resources do you commonly mobilize for use in your projects?**

- a) Financial resources [ ]
- b) Human resources [ ]
- c) Local materials [ ]

- d) Equipment [ ]
- e) Others (specify) .....

13. Indicate the extent of your agreement or disagreement on availability project resources

- a) Strongly agree [ ]
- b) Agree [ ]
- c) Neutral [ ]
- d) Disagree [ ]
- e) Strongly disagree [ ]

14. How do you normally access project resources?

- a) Personal saving [ ]
- b) Equipment leasing [ ]
- c) Commercial loans [ ]
- d) Donations [ ]
- e) Others (specify).....

15. How often do you source the project funds?

- a) More often [ ]
- b) Often [ ]
- c) Indifferent [ ]
- d) Less often [ ]
- e) Others (Specify) .....

15. In your own opinion, explain the influence of access to resources on the implementation of one third tender policy in government contracts among the youth entrepreneurs in Homa Bay County

.....

16. State the extent to which you agree or disagree that you often have knowledge of tender requirements.

- a) Strongly agree [ ]
- b) Agree [ ]
- c) Neutral [ ]
- d) Disagree [ ]
- e) Strongly disagree [ ]

17. How do you normally obtain information about the tenders?

- a) Verbal communication [ ]
- b) Newspapers [ ]
- c) Radio [ ]
- d) Posters [ ]
- e) Others [ ]

18. Indicate the extent to which you agree with accessing tender processing information has normally been.

- a) Strongly agree [ ]
- b) Agree [ ]
- c) Neutral [ ]
- d) Disagree [ ]
- e) Strongly disagree [ ]

19. How often do you obtain tender processing information?

- a) More frequently [ ]
- b) Frequently [ ]
- c) Indifferent [ ]
- d) Less frequently [ ]
- e) Others (specify) .....

20. In your own opinion, explain how access to information influences implementation of one third tender policy in government contracts among the youth entrepreneurs in Homa Bay County.

.....  
.....

21. Indicate the extent to which you agree that you normally meet the basic tender requirements.

- a) Strongly agree [ ]
- b) Agree [ ]
- c) Neutral [ ]
- d) Disagree [ ]
- e) Strongly disagree [ ]

22. Indicate the extent to which you agree or disagree that the duration of tender processing has often been appropriate.

- a) Strongly agree [ ]
- b) Agree [ ]
- c) Neutral [ ]
- d) Disagree [ ]
- e) Strongly disagree [ ]

23. Which common tender evaluation methods are normally applied?

- a) Ad hoc [ ]
- b) Lower bidder [ ]
- c) Highest bidder [ ]
- d) Economically advantageous [ ]
- e) Other (specify).....

**24. Indicate the level of the integrity of the tender processing procedures often adopted.**

- a) Very transparent [ ]
- b) Transparent [ ]
- c) Neutral [ ]
- d) Less transparent [ ]
- e) Others (specify) .....

**25. In your own informed opinion, explain how tender management procedures influences implementation of one third tender policy in government contracts among he youth entrepreneurs in Homa Bay County**

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**APPENDIX II: LETTER OF TRANSMITTAL.**

**MAGWANGA JOSEPH,**

**P.O. BOX 600, OYUGIS.**

**23 /05/2018.**

Dear Sir/Madam,

**RE: REQUEST TO PARTICIPATE IN THE ACADEMIC RESEARCH**

I am a student of Master of Arts in project planning and management at the University of Nairobi, currently conducting a research study on factors influencing implementation of one third tender policy in government contracts among the youth entrepreneurs in Homa Bay County. The study is undertaken purely on academic purpose and not any other reason. Your opinion and views are important for successful accomplishment of this study. Your co- operation will be highly appreciated and any information provided shall be treated with privacy and confidentiality deserved.

Thanks

**UNIVERSITY OF NAIROBI LIBRARY  
EAST AFRICANA**

Yours Sincerely,

Magwanga Joseph