

**INSTITUTIONAL FACTORS INFLUENCING THE IMPLEMENTATION OF ACCESS
TO GOVERNMENT PROCUREMENT OPPORTUNITIES (AGPO) PROGRAM IN
NAIROBI, KENYA: THE CASE OF MINISTRY OF HEALTH**

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Of Degree Of Masters Of Arts In Project Planning And Management Of The University Of
Nairobi**

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DECLARATION

This is my original Research Project and has not been presented for the award of any Degree in any other University.

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DEDICATION

I thank the almighty God for the gift of life and knowledge which made my work possible. My sincere thanks go to my supervisor Dr. Angeline Mulwa for her incredible support and guidance which has brought me this far. Much appreciation for her intellectual capabilities and very constructive corrections. Profuse appreciation to my entire family members - my husband and children. My gratitude is also extended to Mr. Joseph Mulwa administrator Machakos, University of Nairobi, my classmates and my colleagues at my work station for their moral support during my writing of this work. I also acknowledge Staff from different government departments who made it smooth for me to gather requisite data. To all I say a big thank you

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ABBREVIATIONS AND ACRONYMS

AGPO	Access to Government Procurement Opportunities
PPDA	Public Procurement and Disposal Act
PPOA	Public Procurement and Oversight Authority
MOH	Ministry of Health
PWDS	Persons with disabilities
SMEs	Small Medium Enterprises

ABSTRACT

The Access to Government Procurement Opportunities (AGPO) program came into force as an affirmative action with the aim of addressing the challenges faced by youths, women and persons of disabilities. Since its inception in 2013, the implementation of AGPO program in most government agencies is very low. Some of youths, women and persons of disabilities are not aware of existence of AGPO while others do not have adequate resources for registrations. There is also limited understanding of the legal framework guiding the operations of AGPO among some of the youths, women and persons of disabilities. Despite having in place clearly established code of conduct at AGPO, a challenge has been on adhering with these values. The current study sought to establish factors influencing implementation of the Access to Government Procurement Opportunities Program in ministry of health, Kenya. Specifically, the study looked at availability of information on government tenders, resource adequacy, regulatory requirements and ethical practice adherence and their influence on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. This study was guided by three theories: the resource-based view, stewardship theory and the institutional theory. The study adopted a descriptive research design targeting 1200 SMEs registered by youths, women and persons of disability operating in Nairobi, procurement staff from the ministry of health, representatives from AGPO, representatives from Public Procurement and Oversight Authority (PPOA) and representatives from the National Treasury. The study adopted stratified random sampling to select 281 SMEs registered by youths, women and persons of disability whole census was used in selecting the procurement staff from the ministry of health, representatives from AGPO, representatives from Public Procurement and Oversight Authority (PPOA) and representatives from the National Treasury. The study collected primary data using questionnaire and interview guide. Pilot testing of the instruments was done to determine their validity and reliability. The analysis of the collected data was done using descriptive statistics including frequencies and percentage and regression analysis. Tables were used during the presentation of the findings. From the results, most of the respondents agreed that there was availability of information on government tender, availability of resources and existence of regulatory requirement as far as the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya and while few respondents moderately agreed on adherence to ethical values when it came to the implementation of the Access to Government Procurement Opportunities Program in ministry of health. The study concluded that availability of information on government tenders had the greatest influence on the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya followed by regulatory requirements, ethical practice adherence and resource availability. The study recommended that the Finance Managers in the National Treasury in Kenya should prioritize payment of the PWDs after completion of the awarded tenders so as to enhance their liquidity positions. The National Treasury should simplify the regulatory requirements that are needed for PWDs to participate in the AGPOA program. The study recommended further research to be conducted to link the identified factors with performance rather than implementation of AGPO program.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Time, quality and costs are three pillars that gauge successful implementation of projects. According to Getaye (2017), successful implementation of project is determined by deliverables, budget and time. Thus, project implementation is considered when it attains the desired quality, budget and schedule while being accepted by the end beneficiaries and users. According to Ziemann, Brown, Sadler, Ocloo, Boaz and Sandall (2019), successful implementation of projects can be enhanced if the project managers and firms are well versed on factors that contribute to project success. The implementation phase of the project is the most challenging one since it is the stage where all the planned activities are actualized. Before actual implementation, Jitpaiboon, Smith and Gu (2019) argue that project managers should critically identify the weaknesses and strengths likely to have an effect on roll out of the project activities.

The current policy debate now focusing on factors that determine project implementation and it has drawn the attention of most scholars around the world. In Mexico, Bonham, Sommerfeld, Willging, Aarons (2014) looked at organizational factors that determine project implementation where availability financial resources, excellent leadership and the prevailing climate in the organization were found to influence implementation of projects. A study conducted in Nigeria by Nwakanma, Asiegbu, Ogbonna and Njoku (2013) focused on information technology projects and clear specification and requirements, clear objectives and goals, schedules that are realistic, sound project managerial skills, top managements support and user involvement were identified as factors determining the implementation of projects. Another study conducted in Nigeria but among public building projects by Akande, Olagunju, Aremu and Ogundepo (2018) identified bureaucracy poor strategic planning and unrealistic expectations as among the factors that affect project implementation.

Another study conducted in Ghana by Amponsah and Darmoe (2014) focused on public sector projects and identified the factors influencing implementation to include the mission of the project, support from top management, project schedule, communication and monitoring and feedback

mechanisms. While focusing on projects by Save the Children International in Ethiopia, Damtew (2019) identified that factors that determine their successful implementation to include sound planning, communication and managerial factors that include both hard and soft skills set. In Uganda, Mujabi, Otengei, Kasekende and Ntayi (2015) sought to establish the factors that determine implemented of projects funded by donor where risk management, knowledge management and organizational rationality were among the identified factors.

In Kenya, Mwai (2013) focused on construction projects and identified the factors that influence their implementation to include project funding, cost control and scheduling. Cherop (2016) focused on projects in Kenyan public institutions and identified the factors influencing their implementation to include supplier selection and establishing effective indicators of gauging performance. Mahianyu and Njeru (2016) focused on health care projects in Kiambu County and argued that most projects fail at the implementation phase which can be attributed to factors like top management support, communication, clarity of duties and motivation. Omondi (2014) focused on non-governmental projects in Nairobi and identified the factors that determine their implementation to include donor policies and practices, organizational structure, managerial factors and technical factors. Onyango, Bwisa and Orwa, (2017) in the public infrastructure projects in Kenya noted the factors influencing their implementation to include participatory planning, funding process and government policies. Chelagat, Onyango, Kokwaro and Rice (2019) identified team work, work environmental climate and availability of training as key factors determining success of projects. While focusing on State corporations in Kenya, Barnasaib and Mbugua (2020) identified the factors influencing implementation of projects to include personnel competency, public procurement system, project management structure and financing process.

The Access to Government Procurement Opportunities (AGPO) Program became operational in 2013 and it is established within Article 55 and 227 of the Kenyan Constitution and the Public Procurement and Disposal Act (PPDA), 2015. AGPO is charged with the responsibility of ensuring that enterprises that are owned by persons with disabilities, youths and women take part in government tendering opportunities. AGPO makes sure that at least 30% of procurement opportunities of the government are reserved for persons with disabilities, youths and women. However, implementation of AGPO programs in most government institutions has been a challenge. A study was done to assess the role played by AGPO on ability of the enterprises owned

by youths to perform by Gichuhi (2016). It was shown that availability of information on AGPO, capacity building and preferential procurement policy have an influence on performance of these enterprises. Migwi (2018) identified the challenges facing implementation of AGPO to include financial compliance, regulatory requirements and delay in disbursement by the national treasury. It is against this background that the present study will seek to determine the establish factors influencing implementation of the Access to Government Procurement Opportunities Program in ministry of health, Kenya.

1.2 Statement of the Problem

The AGPO program came into force as an affirmative action with the aim of addressing the challenges faced by youths, women and persons of disabilities. Since its inception in 2013, the implementation of AGPO program in most government agencies is very low. Some of youths, women and persons of disabilities are not aware of existence of AGPO while others do not have adequate resources for registrations. There is also limited understanding of the legal framework guiding the operations of AGPO among some of the youths, women and persons of disabilities. Despite having in place clearly established code of conduct at AGPO, a challenge has been on adhering with these values. All these challenges have affected implementation of AGPO program especially in government ministries including the ministry of health (MOH).

Poor implementation of AGPO program has left most of the youths, women and persons of disabilities to be perpetually marginalized which is against the provisions of the Constitution of Kenya and PPDA, 2015. The available literature on AGPO in Kenya does not conclusively address the factors that hinder its full implementation to cover the youths, women and persons with disability simultaneously (Kasulu, 2012). Hence, the present study sought to establish factors influencing implementation of the Access to Government Procurement Opportunities Program in ministry of health, Kenya.

1.3 Purpose of the Study

The purpose of the study was to establish factors influencing implementation of the Access to Government Procurement Opportunities Program in ministry of health, Kenya.

1.4 Objectives of the Study

The following specific objectives guided the study:

- i. To determine the influence of availability of information on government tenders on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya
- ii. To assess the influence of resource adequacy on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya
- iii. To analyze the influence of regulatory requirements on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya
- iv. To investigate the influence of ethical practice adherence on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya

1.5 Research Questions

The study sought for answer for the following research questions:

- i. What is the influence of availability of information on government tenders on implementation of the Access to Government Procurement Opportunities Program in the ministry of health?
- ii. How does resource adequacy influence the implementation of the Access to Government Procurement Opportunities Program in the ministry of health?
- iii. To what extent do regulatory requirements influence the implementation of the Access to Government Procurement Opportunities Program in the ministry of health?
- iv. To what extent does ethical practice adherence the implementation of the Access to Government Procurement Opportunities Programme the ministry of health?

1.6 Research Hypotheses

H0₁: Availability of information on government tenders has no significant influence on the on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya

H0₂: Resource adequacy has no significant influence on the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya

H0₃: Regulatory requirements has no significant influence on the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya

H0₄: Ethical practice adherence has no significant influence on the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya

1.7 Significance of the Study

The findings of the study would be important to the management and leadership of the ministry of health in Kenya, youths, women and persons with disabilities, and future scholars. To the leaders and management of the ministry of health, the study would realize a general understanding of the factors that determine the implementation of AGPO. This would go a long way to guiding the best way on how other government agencies in Kenya can improve on their implementation of AGPO.

The youths, women and persons with disabilities would rely on the findings of this study to understand the operations and the best way which AGPO should be implemented for their benefit. Policy makers in the government would rely on the results of the study to come up with relevant legislations and regulations that promote the implementation of AGPO program. The study would contribute to the available literature and materials on project implementation. This contribution would also go a long way to enhancing the available theories on factors influencing project implementation especially the AGPO program. Future scholars and researchers would be able to review literature of this study while carrying out related studies in future. This would ensure that there is an increase in the available and existing literature on factors determining the implementation of AGPO. The study would also recommend areas that would require further research which future scholars would rely on.

1.8 Basic Assumptions of the Study

The study assumed that;

- i. Availability of information on government tenders was related with the implementation of the access to government procurement opportunities program
- ii. Resource adequacy was related with the implementation of the access to government procurement opportunities program
- iii. Regulatory requirements was related with the implementation of the access to government procurement opportunities program
- iv. Ethical practice adherence was related with the implementation of the access to government procurement opportunities program

1.9 Limitations of the Study

During collection of data from the field, it was anticipated that the current health care crisis created by Covid 19 would either be slowly decreasing or it would have increased further. This was a challenge since the respondents were not available to facilitate the collection of data. Most of the respondents were probably adhering to the government directive of social distancing which made it hard to collect data. This was a challenge since most of the respondents did not probably respond to the emails and thus a possibility of reduced response rate. To overcome this challenge of low response rate, the researcher made follow up to politely remind the respondents on the need to fill in the questionnaires.

It was hoped that some of the respondents had fear in disclosing sensitive and strategic information regarding the implementation of AGPO. However, the researcher attached an introduction letter from the University on each of the questionnaire sent on mail to the respondents. This letter stated the purpose of the study as being for academics and thus creating more assurance to the respondents of the study.

1.10 Delimitations of the Study

The study sought to establish the factors influencing implementation of the access to government procurement opportunities program. More specifically, the study looked at availability of information on government tenders, resource adequacy, regulatory requirements and ethical

practice adherence and their influence on implementation of the access to government procurement opportunities program by the youths, women and persons with disabilities. The study was conducted in Nairobi in the ministry of health in Kenya.

1.10 Definition of Terms

Availability of Information It refers to the quality of the available information, the channels that are in place for passing information as well as the costs incurred to access information on government tender projects and the communication of feedback to the enterprises

Resource Adequacy It refers to sufficient financial resources, time resources, human resources and technological resources required for youths, women and PWDs to get government tenders.

Regulatory Requirements It includes the preferences and reservation requirements, the requirements for registration, the issues of affirmative actions and the role played by Public Procurement and Disposal Act (PPDA).

Ethical Practice Adherence It describes the code of ethics, core values and the issues related with nepotism/corruption as well as fairness during the award of the government tenders to youths, women and PWDs in MOH

Implementation of the Access to Government Procurement Opportunities Program it is reflected in the number of tenders to enterprises; the value of tenders to enterprises; the profits/revenues of the enterprises and the general satisfaction of the enterprises

1.11 Organization of the Study

Chapter one covers the background of the study, the statement of the problem, purpose, objectives and research questions. The significance, basic assumptions, limitations and delimitations of the study as well as the operational definition of terms are also discussed in this chapter. Chapter two reviews literature on the objectives of the study, theories with the conceptual framework provided and the gaps from the reviewed literature presented. The focus of chapter three is on the research design, the target population, sample and sampling technique, data collection instruments, data collection procedure and data analysis as well as presentation and the ethical considerations

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is set out to provide a review of the literature on the variables of the study. The theories that provided anchorage to the study are also reviewed and the conceptual framework is provided with a summary of the reviewed literature and the proposed gaps.

2.2 Implementation of Access to Government Procurement Opportunities Program

Implementation of a program is a critical concept for the project managers and financiers and all other involved stakeholders (Elshakour, AlSulaihi & Al-Gahtani, 2013). Traditionally, implementation of a program has been operationalized into quality, cost (budget) and time. Time is a critical resource that requires one to budget for it for optimal utilization. Time ensure that the established goals of the program are implemented within the deadlines (Roshana, Akintola & Kelly, 2015). Cost as a measure of project implementation calls for strict adherence to the formulated budget (Ogutu & Muturi, 2017). Budget ensures that the project activities are implemented within the available resources. Scope is used in reference to the real outcome of the undertaken project and it covers a list of key deliverables that the project teams need to focus on (Kaniaru, 2014). Furthermore, a given program is said to be fully implemented when it has been accepted by the end users who are the beneficiaries (Bateta & Wagoki, 2015).

According to Afaq (2013), implementation of the project is said to be good whenever it is line with the established technical specification among its key stakeholders. Abok (2013) shared that a project is rendered to be fully implemented when this has been done with the established schedule, within the budgetary provisions, having achieved the formulated goals while satisfying the end users. Satisfaction as a measure of project implementation entails the impacts to the environment, satisfaction with the clients and the end users. Nguyen and Watanabe (2017) offered the measures of implementation of a program to cover completion within the timelines, within the provisions of the budget, effectiveness, efficiency, the ability to meet the expectations of the stakeholders and safety concerns.

A study was conducted by Koech (2015) on implementation of AGPO program and its role as far as the growth of the SMEs for the youths are concerned. The study operationalized AGPO implementation into the following indicators: the number of enterprises, the amount of realized profits and expansion of the enterprises owned by youths. A study by Njeri and Getuno (2016) on factors that shape the ability of youths to access procurement opportunities by the government used evidence from the Judiciary. In this study, implementation of AGPO program was operationalized into the number of contracts that were awarded to youths, the value of contracts that were awarded to youths and the % of the youths who were beneficiaries.

2.3 Availability of Information and the Implementation of Access to Government Procurement Opportunities Program

Timely access to information has been shown to contribute to the long term sustainability of the business. However, the ability of small firms to access information that can be used to enhance their performance is limited (Gomes & Yasin, 2008). Poor access to information can bring about chaos in an organization. Accessing information involve some costs which is a disadvantage to most small firms as they have limited budgets. According to Rowe (2014), firms should strive to ensure that the required information has been carefully identified, verified and shared with other relevant members for sound decision making. Information requires channels of communication for it to be passed on between the involved parties. The channels of information can be written, the use of print media like magazines and new papers, the use of radio and televisions, the use of online platforms including the web site as well as posters (Hayakawa Hayakawa & Ito, 2014). While some of these channels are cheap to access, others require some costs for instance the use of internet will require another party to subscribe to internet bundles or Wi-Fi in order to get access to such information (Mohammed, Maroof, Thamer & Huda, 2015).

A study was conducted by Muszynska (2015) that focused on the role played by communication management as far as project management concept is concerned. It was shown that sound project communication calls for the preparation of a communication plan that aid in sharing of information. In Kenya, public procuring entities are required to place adverts on government tenders in different categories of newspapers. This is aimed at enhancing transparency in the tendering process while ensuring that majority of the people have accessed the information on

government tender opportunities (Kathure, 2012). In other government agencies, the tenders can be accessed through the online systems where they have been advertised.

Wleh (2015) looked at the key factors that shape and predict accessibility to public procurement opportunities focusing on ministries in Kenya. The specific reference of the study was on youth owned enterprises. The response rate in this study was 83.33% and it was shown that accessibility to information is a factor that affects participation into government tenders by youths. Additional factors that were identified include accessibility to finance, ethics and legal framework. Njeri and Getuno (2016) sought to bring out the key factors that shape and determine the ability of participants to access government tender opportunities using evidence from the Judiciary. The study noted that information on procurement opportunities in government is highly available for accessibility among the youths and the print media is one of the widely used platforms of advertising these procurement opportunities.

A study conducted by Kipkoech (2015) focused on determining how implementing AGPO program has enhanced SME growth with specific reference to youths. The variables of the study included provision of information, training, competition for procurement opportunities and provision of loan facilities. It was shown that respondents had awareness of AGPO program and adequate information was obtained from the government agencies. On financing, it was shown that there were some lending entities that helped in financing of their local purchase order. The recommendations raised include the need for booklets and brochures for accessibility to government tenders and strengthen the available information on AGPO program. The study also raised the need to have in place digital platforms including social media for passing information on government tenders which increase the number of would participate.

2.4 Resource Adequacy and the Implementation of Access to Government Procurement Opportunities Program

Resource is one of the strategic factors in any firm (Akinfolarin, Ajayi & Oloruntegbe, 2012) that plays a major role in realization of the formulated objectives. Resources can be viewed as either human or non-human that are in place and which play a role in achievement of the goals of the organization. The level of utilization and adequacy of resources go a long way towards realization

of the goals at an organizational level. Non-human resources include the physical facilities, financial resources and time.

Rugiri and Njangiru (2018) conducted a study on availability of resources and its role as far as project performance is concerned. The study focused on projects that are funded by Constituency Development Fund (CDF) in the context of Nyeri County. The results noted that availability of resources and project performance are positively and significantly linked with each other. Weiss, Hoegl and Gibbert (2017) conducted a study on adequacy of material resources and how this affects performance of the project activities. It was shown that material resources and project performance are positively linked with each other.

Kipkoech (2015) focused on determining how implementing AGPO program has enhanced SME growth with specific reference to youths and shared that there were some lending entities that helped in financing of their local purchase order. Access to finance is a challenge especially for small business given that they are required to pledge collaterals in form of assets which are not adequate. Kimando and Sagwa (2012) noted that unlike larger firms, smaller firms face a challenge of increased transaction costs in respect to accessibility to credit facilities. Most lending institutions shy away from advancing credit facilities to small firms on ground that they are too risky when it comes to repayment of the loans advanced to them.

Hence, to bridge the gap inaccessibility to credit, most of the small firms do rely on facilities including donations and contributions from friends and family members as well as from informally recognized lending institutions. Small firms have inadequate savings, low securities and collaterals and low experience and knowledge that limit their ability to access financial resources including loan facilities from lending institutions (Wanjohi, 2012). A study was conducted by Njeri and Getuno (2016) to bring out the key factors that shape and determine the ability of participants to access government tender opportunities using evidence from the Judiciary. The study noted that financial resources is a key factor that inhibit youths to take up government procurement opportunities since most of them were not in position to raise capital for financing the contracts. This study operationalized financial resources into accessibility to credit facilities, the payment period for tenders' accessibility to youth enterprise fund and accessibility to women enterprise fund.

2.5 Regulatory Requirements and the Implementation of Access to Government Procurement Opportunities Program

Organizations operate within the legal provisions and guidelines that determine the rule of the game. A sound regulatory framework will enhance transparency in the public procurement exercise (Ndumia, 2015) in an economic system in comparison to a weak regulatory system which poses a challenge to most of the small businesses. Muraguri (2013) did a study to analyze the youth preference and reservations policy and how it has been implemented in Kenyan public procurement. It was shown that the preference and reservations policy for the youths has not been highly implemented in Kenya. This low implementation of the preference and reservations policy for the youths was attributed to institutional challenges faced by some of the small youth owned enterprise.

Abadi (2014) looked at the registration and collateral rules that have an influence on ability of the youths to access procurement markets. The study raised the need to streamline registration and other statutory requirements for youths to access government procurement opportunities through AGPO. A study conducted by Wangai (2014) identified that factors that affect the ability of SMEs owned by youths to access government procurement opportunities to include accessibility to information, legal/regulatory framework, accessibility to financial resources, ethical issues and complexity of the process of procurement. Nkonge (2013) looked at the challenges that SMEs face as far as the bidding process is concerned. The key identified challenges include legal framework including the guidelines and financial challenges which include shortage of own financial resources. The study also noted that information on government tenders is usually not adequate and the most of the youth enterprise owners were not aware of such information.

Pedo, Kabare and Makori (2018) looked at regulatory framework and its role as far performance of road projects in Kenya is concerned. It was shown that regulatory framework and performance of the project are positively related with each other. The recommendations that were raised by the study were the need to amend some of the regulations to enhance flexibility of the procuring entity. Gichamba and Kithinji (2019) focused on environmental regulations and their role as far as performance of the construction projects was concerned. It was shown that water regulation, waste regulation, vibration and noise regulation all have significant interaction with the ability of the project to be performed.

The AGPO program came into force in 2012 with the amendment of the preference and reservations where 30% of the government procurement opportunities are to be set aside for youths, women and persons of disability. For an enterprise to qualify from, this preference and reservations, the firm should be a well-established legal entity with about 70% of it is constituted by youths, women and PWDs. The leadership of such enterprises should be made up 100% of youths, women and PWDs. Furthermore, the enterprise owners are required to submit their passports or identify cards and the certificates of tax compliance and the bank account among other documents.

2.6 Ethical Practice Adherence and the Implementation of Access to Government Procurement Opportunities Program

Ethics place emphasis on issues like confidentiality and bribery. It covers aspects like code of conduct, the core values, fairness and integrity. Ethics is a key component of sound governance practices in an organization and has an influence on the level of public trust (Weinberg, 2014). In the procurement context, ethics shape key decisions relating with transparency, integrity and fairness (Svara, 2014). The code of conduct helps in addressing the standards of conduct between people in an organization. In most cases, the code of conduct is usually broadly worded with more room for interpretation. There are generally some principles and concepts that are linked with procurement which include respect and adherence of the regulations and rules, integrity, fairness and impartiality, confidentiality and due diligence (Steinbauer, Robert, Taylor & Njoroge. 2014). There are some ethical risks in the procurement that include the conflict of interest, fraud, corruption, coercion and collusion.

Ogegah (2017) looked ethics at the work place and its role as far as performance of staff is concerned. The specific point of reference of the study was Almasi Beverage. It was shown that there were programs which promoted good ethics, and offering incentives that will improve on ethical behavior of the staff. Downe, Cowell and Morgan (2016) sought to establish the key factors that predict ethical behavior among public sector entities. It was shown that those firms which don practice good conduct are steered by leaders who appreciate and understand the value of good conduct. Syengo (2015) did an assessment of ethical practices and their role on performance of the supply chain. The specific point of focus of the study was on the Kenya Revenue Authority (KRA). It was shown that ethical practices have been widely adopted by the KRA to a large extent.

2.7 Theoretical Review

A theoretical review looks at the theories that would provide anchorage to the study. This study will be guided by three theories: the resource-based view, stewardship theory and the institutional theory.

2.7.1 Resource Based View

It was Penrose (1959) who developed this RBV to link resources with competitive positioning of the firm. The theory argues that firms can leverage on their resources in place to so as to gain competitive advantage and thus performance. According to Barney (2001), a firm can leverage on the pool of employees as its key resources in achieving competitive advantage. For an organization to remain competitive, it must ensure that the pool of resources it has cannot easily be substituted by other rivals, they are scarce and rare and such resources should not easily be imitated by the competitors. As the starting point of competitive advantage in the firm, RBV is premised on the fact that the bundle of resources that an organization has should be valuable with no close substitutes from the rivals besides being rare in nature (Galbreath, 2005). The key emphasis of the RBV is for the firm to ensure that the identified resources meet the established criteria of rareness, valuable, non-substitutability and in-imitability.

It is important for an organization to effectively manage and care these resources as this would enhance its performance. There exist clear differences between resources and capabilities of the firm. Capabilities are regarded as resources that are special in nature, that are embedded in the organization and which cannot be transferred and their role is to ensure that the resources possessed by the firm are productive enough (Barney, 2001). On the other hand, resources can be regarded as stocks of factors in place which the firm either own or control. The ability of the firm to deploy these resources is what is referred to as capability. This theory will be used to underpin the variable of availability of information and resource adequacy. In essence, information is a resource which is non-human.

2.7.2 Stewardship Theory

This theory was advanced by Donaldson and Davis (1991) to explain the link between the management and the ownership of the firm. The theory operates on an assumption that managers of the business are stewards with the aim of attaining the objectives of the principal. The theory

proposed a different motivational form (non-financial) to managers that would help to driver performance of the business (Perry, 2015). The theory further argues that firms need to have structures that help in bringing harmony hence efficiency of managers. The theory is statistical thus evaluates managerial relationship one at a time. The theory further makes an assumption that there exists no conflict of interest between the owners and managers of a corporation (Darrat, Gray, Park & Wu, 2016). The theory hence argues that governance needs to come up with the best way (structures and mechanisms) that effectively coordinates activities and operations of the firm. The theory further indicates that the management needs to be held accountable and answerable for their decisions and actions (Pfeffer, 1992). This theory will be used to underpin the variable of ethical practice adherence and its role in implementation of AGPO practice.

2.7.3 Institutional Theory

The theory was formulated by Richard (1995) and it regards an organization as a composition of social structures and rules. The theory provides a rationale and justification as to why firms do establish schedules, standards and guidelines that shape and predict the social interactions (Yang, Lau, Lee, Yeung & Cheng, 2019). According to Chu, Xu, Lai and Collins (2018), an organization can leverage on institutional conditions and surrounding environment to come up with clearly established formal structures. The theory further argues that organizations that do accept change easily are better placed to respond and cope with changes and dynamics in the environment which they operate (Hirschinger, 2016).

Institutional theory places emphasis on the process where structures covering rules and schemes we formulated by authorities so as to guide how people behave in the society. Scott (2008) argue that the institutional theory portrays the creation of elements and their diffusion and adaptation over a period of time. This theory will inform the variable of regulatory requirement and its influence on implementation on AGPO program.

2.8 Conceptual Framework

Conceptual framework is a structure which the researcher believes can best explain the natural progression of the phenomenon to be studied (Camp, 2001). Figure 2.1 is the conceptual framework of the study showing the variables and how they are operationalized.

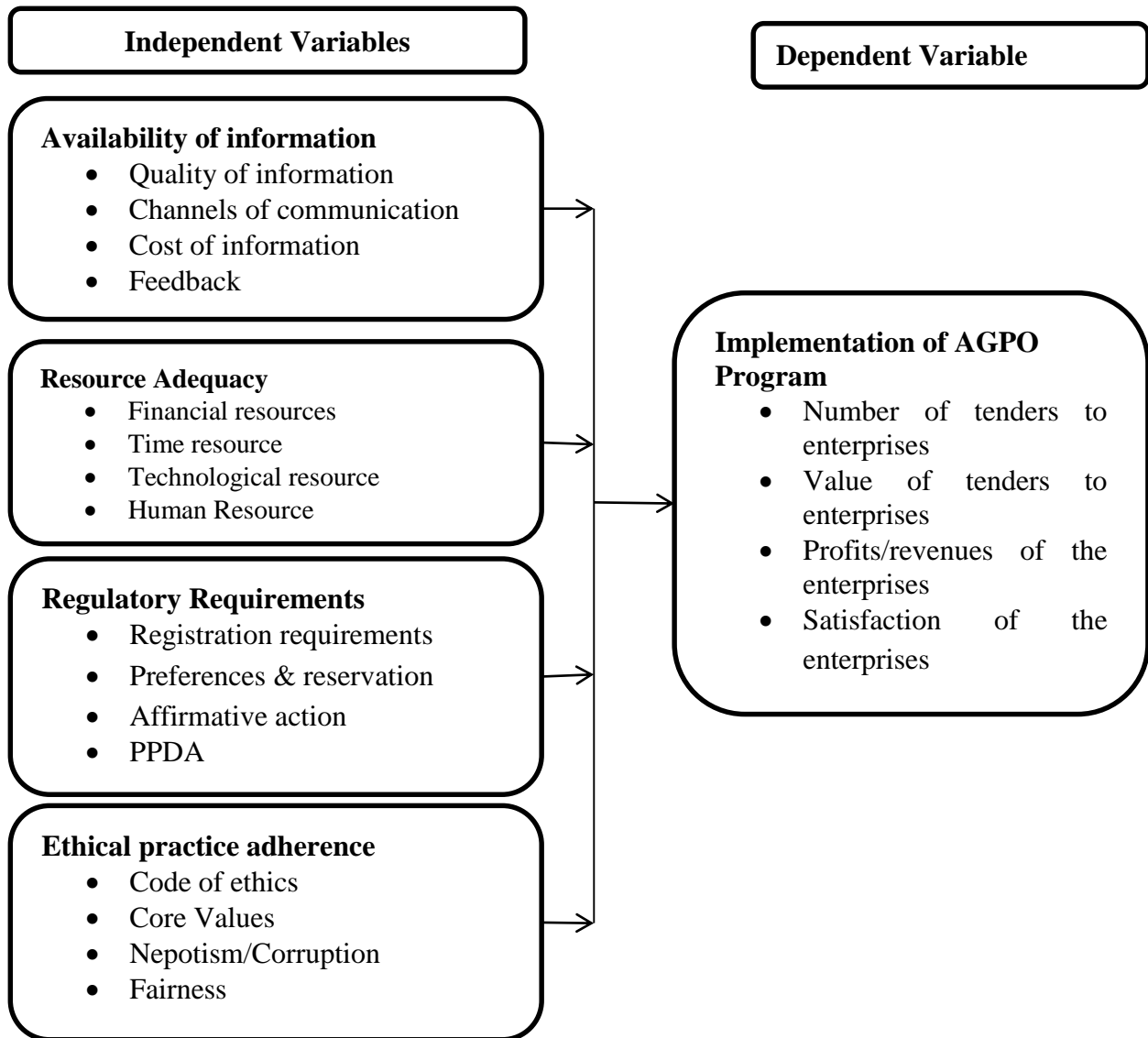


Figure 2.1: Conceptual framework

From Figure 2.1, the study will have two variables; the dependent and the independent variable. The independent variables will include availability of information, resource adequacy, regulatory requirement and ethical practice adherence. On the other hand, the dependent variable will be the implementation of AGPO program.

2.9 Summary of Literature and Gaps

Table 2.1 is a summary of the reviewed studies with gaps to be filled by the current study.

Table 2.1: Summary of Literature and Gaps

Year	Topic	Findings	Gaps
Gichamba and Kithinji (2019)	Environmental regulations and their role as far as performance of the construction projects was concerned.	Water regulation, waste regulation, vibration and noise regulation all have significant interaction with the ability of the project to be performed.	The study looked at project performance; the current study will focus on implementation
Rugiri and Njangiru (2018)	Availability of resources and its role as far as project performance is concerned.	Availability of resources and project performance are positively and significantly linked with each other.	The study looked at project performance; the current study will focus on implementation.
Pedo, Kabare and Makori (2018)	Regulatory framework and its role as far as performance of road projects in Kenya is concerned.	Regulatory framework and performance of the project are positively related with each other.	The study looked at project performance; the current study will focus on implementation.
Ogegah (2017)	Ethics at the work place and its role as far as performance of staff is concerned.	There were programs which promoted good ethics, and offering incentives that will improve on ethical behavior of the staff.	This study focused on employee performance; the present study will look at implementation of AGPO Program
Njeri and Getuno (2016)	Key factors that shape and determine the ability of participants to access government tender opportunities using evidence from the Judiciary.	Information on procurement opportunities in government is highly available for accessibility among the youths and the print media is one of the widely used platforms of advertising these procurement opportunities.	The study was conducted in Judiciary; the current study will be done in the ministry of health.

Kipkoech (2015)	Determining how implementing AGPO program has enhanced SME growth with specific reference to youths.	Respondents had awareness of AGPO program and adequate information was obtained from the government agencies.	This study focused on youth owned SMEs, the present study will cover SMEs owned by youths, women and PWDs.
Muszynska (2015)	The role played by communication management as far as project management concept is concerned.	Sound project communication calls for the preparation of a communication plan that aid in sharing of information.	The study focused on communication management; the present study will look at availability of information.
Wangai (2014)	Factors that affect the ability of SMEs owned by youths to access government procurement opportunities.	These factors include accessibility to information, legal/regulatory framework, and accessibility to financial resources, ethical issues and complexity of the process of procurement.	This study focused on youth owned SMEs, the present study will cover SMEs owned by youths, women and PWDs.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on research design, the target population, sample size and sampling technique. The details concerning data collection instrument including pilot testing, validity and reliability of the tools, the procedure of collecting data and the methods to use in analysis of the collected data as well as the ethical issues are also discussed.

3.2 Research Design

Research design is the blueprint for the collection and analysis of data in order to respond to research questions or objectives by providing a logical justification for the selection of data sources, collection methods and analysis techniques (Saunders, Lewis & Thornhill, 2016). This study adopted a descriptive research design. According to Yin (2017), a descriptive research design report thing the way they are in their original state. The descriptive design helped in establishing the factors that determine the implementation of AGPO program in ministry of health. Past related studies that used descriptive design include Muraguri (2013) who conducted an analysis of preference and reservations policy framework among youths in Kenyan public sector procurement. In an analysis of constraints that inhibit the ability of youths to have access to the procurement, Abadi (2014) also adopted a descriptive design. A study conducted by Wangai (2014) on ability of the Kenyan youths to take up government tenders also relied on a descriptive research design. Another study conducted by Nkonge (2013) on constraints faced by small firms on tendering and bidding process also relied on a descriptive design.

3.3 Target Population

Population is the total group of people from whom the sample may be taken (Rea & Parker, 2014). The target population is the complete group of individuals where the sample population (Asiamah, Mensah & Oteng-Abayie, 2017). A target population is that set of individuals that are investigated and the resulting findings used to generalize. The study targeted 1200 SMEs registered by youths, women and persons of disability operating in Nairobi, 5 procurement staff from the ministry of

health, 5 representatives from AGPO, 5 representatives from Public Procurement and Oversight Authority (PPOA) and 5 representatives from the National Treasury as shown in Table 3.1.

Table 3.1: Target Population

Category	Population
Youths, women and persons of disability SMEs	1200
Procurement staff from the ministry of health	5
Representatives from AGPO	5
Representatives from PPOA	5
Representatives from the National Treasury	5
Total	1220

Source; PPOA (2020) & National Treasury (2020)

N/B: The representatives of ministry of health, AGPO, PPOA and national treasury were drawn from senior/top management levels and they made up the Key Informants (KIs) of the study.

3.4 Sample Size and Sampling Procedure

Sampling is the selection of a statistical sample of individuals from within a statistical population to estimate the characteristics of the entire population (Cleary, Horsfall & Hayter, 2014). A sample size identifies the units list of the whole population from which the researcher selected the sample from. It is the actual picture of the population being targeted and includes the units that are possible associates of a sample (Creswell & Creswell, 2017). The study following formula by Yamane (1967) was used to determine the sample size:

$$n = N / (1 + Ne^2)$$

n = is the desired sample size

N = is the target population

e = is the acceptable margin of error estimated at 0.05 (at 95% confidence interval)

Therefore, sample size (n) = $1220 \div (1 + 1220 (0.0025))$

$$= 1220 \div (1 + 3.05)$$

$$= 1220 \div 4.05$$

$$n = 301 \text{ respondents}$$

The study adopted stratified random sampling and the use of census to select respondents. First, the respondents were stratified into Youths, women and persons of disability SMEs; procurement staff from the ministry of health; representatives from AGPO; representatives from PPOA and the

representatives from the National Treasury. Census was used to select procurement staff from the ministry of health; representatives from AGPO; representatives from PPOA and the representatives from the National Treasury since they are relatively small in number. The rest of the respondents were represented by the owners of SMEs were stratified into youths, women and persons with disability.

Table 3.2: Sample Selection of the SME Owners

Category	Population	Sample Proportion (%)	Sample Size
Youths	480	$(480 \div 1200) * 100 = 40.0\%$	$40.0\% * 281 = 112$
Women	370	$(370 \div 1200) * 100 = 30.8\%$	$30.8\% * 281 = 87$
Persons of disability	350	$(350 \div 1200) * 100 = 29.2\%$	$29.2\% * 281 = 82$
Total	1200		281

Source; PPOA (2020) & National Treasury (2020)

Table 3.3 summarizes how the whole target population of the study was sampled.

Table 3.3: Sample Size

Category	Population	Sampling method	Sample Size
Youths, women and persons of disability SMEs	1200	Stratified Random sampling	280
Procurement staff from the ministry of health	5	Census	5
Representatives from AGPO	5	Census	5
Representatives from PPOA	5	Census	5
Representatives from the National Treasury	5	Census	5
Total	1220		301

Source; PPOA (2020) & National Treasury (2020)

3.5 Data Collection Instrument

Data collection instruments are tools used in collection of data (Bastos, Duquia, González-Chica, Mesa & Bonamigo, 2014). This study collected primary data using a questionnaire and an interview guide. The rationale for use of questionnaire was that it was easy when it came to administration where the researcher was able to obtain responses that are fixed. The questionnaire was structured into six sections; section A covering the general information of the firms (SMEs), section B had information on implementation of AGPO, section C covered information on availability of information, section D had information on resource adequacy, section E was on regulatory requirements while section F had information on ethical practice adherence. The questionnaire questions was designed on Likert Scale format where 1= strongly disagree and 5=

strongly agree. The study used a questionnaire to collect data from the owners of the SMEs who included the youths, women and persons with disabilities. The questionnaire was kept as precise and possible to ensure that respondents do not get bored along the way when answering it.

The interview guide was used to collect qualitative information from the KIs who included the procurement staff from the ministry of health, representatives from AGPO, representatives from Public Procurement and Oversight Authority (PPOA) and representatives from the National Treasury. These KIs were directly charged with the responsibility of operationalizing and implementation of AGPO program and thus they had relevant information to share as sought by the study.

3.5.1 Pilot Testing of the Instruments

A pilot test was conducted to determine the reliability and validity of the research instruments. The test provided information on limitation and errors of the data collection instrument that may be of difficulty to the researcher getting answers to the research questions correctly. The study selected 10 respondents from the ministry of education to participate in pilot testing. The ministry of education was used to pilot the instruments since it was not ethical to conduct this pilot test in the same ministry of health.

3.5.2 Validity of the Instruments

Validity is how an instrument measures what it intends to measure (Hair & Lukas, 2014). This study tested for construct validity. In this regard, the supervisor reviewed the contents on the questionnaire and confirmed if they were in line with the measures provided under the conceptual framework during literature review. Once this had done, necessary corrections were made and the questionnaire was ready for collection of data.

3.5.3 Reliability of the Instruments

According to Cypress (2017), reliability is used to measure if the research instruments yield results which are consistent to show that they are reliable. This study adopted an internal measure of consistency called Cronbach Alpha to determine reliability of the instrument. In this regard,

values of Cronbach Alpha coefficient above 0.7 indicated that the instrument of the study was reliable.

3.6 Data Collection Procedure

The researcher obtained a letter of introduction from the University of Nairobi that stated the purpose of the study as being for academics. The respondents of the study were notified in writing about the study. A research permit from the National Commission for Science Technology and Innovation (NACOSTI) was sought by the study prior to data collection. During data collection, the researcher engaged three research assistants who helped in administration of the questionnaire to the respondents. The research assistants were trained for a period of two weeks prior to data collection. The training of the research assistant focused on areas like the ethical issues and the objectives of the study. During data collection, in the event that the current health crisis caused by Covid 19 had not have ended, the instrument was to be sent to respondents through email and thus no need for research assistants.

3.7 Data Analysis Techniques

The collected data was sorted and cleaned after which it was entered into SPSS for analysis. Descriptive and inferential statistics were adopted for analysis. Key descriptive statistics used included frequencies and percentages. The inferential statistics included the use of regression analysis with the model specified below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mu_{it}$$

Whereby β_0 = Constant

Y = Implementation of AGPO Program

X_1 = Availability of information on government tenders

X_2 = Resource adequacy

X_3 = Regulatory Requirements

X_4 = Ethical practice adherence

μ_{it} = Error Term

3.8 Ethical Considerations

Ethics refer to the prescribed code of conduct and it aims at ensuring that no one is harmed in the course of the study. The study adhered to ethical values where all materials used in the study were adequately referenced using APA system to avoid plagiarism. The researcher assured the respondents that the collected information was only to be used for academic purposes, voluntary and willingness to participate in the study was the decision of the participants and they were not required to share personal data that can identify them like use of names.

3.9 Operationalization of Variables

Table 3.4 gives a breakdown of how the variables of the study were operationalized.

Table 3.4: Operationalization of Variables

Variable Type	Measure	Scale
Independent Availability of information on government tender	<ul style="list-style-type: none"> • Quality of information • Channels of communication • Cost of information • Feedback 	Ordinal
Independent Resource adequacy	<ul style="list-style-type: none"> • Financial resources • Time resource • Technological resource • Human resources 	Ordinal
Independent Regulatory Requirements	<ul style="list-style-type: none"> • Registration requirement • Preferences & reservation • Affirmative action • PPDA 	Ordinal
Independent Ethical practice adherence	<ul style="list-style-type: none"> • Code of ethics • Core Values • Nepotism/Corruption • Fairness 	Ordinal
Dependent Implementation of AGPO Program	<ul style="list-style-type: none"> • Number of tenders to enterprises • Value of tenders to enterprises • Profits/revenues of the enterprises • Satisfaction of the enterprises 	Ordinal

Source; Author (2020)

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter is set out to provide the results of the analysis as informed by the specific objectives. The analysis started with the determination of the response rate followed by the general information, the descriptive statistics, the qualitative analysis that was done using content analysis and lastly the inferential statistics covering the use of regression analysis. The results were exclusively presented using tables.

4.2 Questionnaire Return Rate

The researcher administered 281 questionnaires to the respondents out of which 191 of them were dully filled and returned back. This gave a response rate of 68.0% which was consistent with Babbie (2010) who argued that a response rate of above 60% is good for analysis and presentation of the findings.

4.3 Demographic Analysis

The general information of the respondents covering their gender, age and levels of education were established and summarized as indicated in Table 4.1.

Table 4.1: General Information

Category	Classification	Frequency	Percent
Gender	Male	117	61.3
	Female	74	38.7
	Total	191	100.0
Age of Respondents	18-34 years	56	29.3
	35-44 years	23	12.0
	45-54 years	72	37.7
	55 and above	40	20.9
	Total	191	100.0
Level of Education	Certificate	26	13.6
	Diploma	103	53.9
	Undergraduate	51	26.7
	Post graduate	11	5.8
	Total	191	100.0

The results in Table 4.1 indicate that majority of the respondents (61.3%) were male while 38.7% were female. This means that there was gender representation in the study which was also consistent with the Gender Rule as established in the Constitution of Kenya. The results in Table 4.1 further indicate that while 37.7% of the respondents were 45-54 years, 29.3% were 18-34 years, 20.9% were over 55 years and 12.0% were 35-44 years. This means that the respondents of the study were drawn from different age categories which infer that representative views and opinions were sought from them. With respect to the level of education, the study established that 53.9% had diplomas, 26.7% had undergraduate degrees, 13.6% had certificates and 5.8% had post graduate degrees. This means that the respondents who took part in the study were learnt and thus probably they were able to respond to the research questions as sought by the study.

4.4 Descriptive Statistics on the Main Variables of the Study

The study had four main independent specific objective variables covering availability of information on government tender, resource adequacy, regulatory requirements and ethical practice adherence. This section will present the findings of descriptive statistics covering the use of frequencies and percentages, as well as means and standard deviations on each of these variables.

4.4.1 Availability of Information on Government Tender

The findings of descriptive statistics on availability of information on government tenders were established and summarized as indicated in Table 4.2.

Table 4.2: Availability of Information on Government Tender

Statement	strongly disagree	disagree	not sure	agree	Strongly agree	Mean	Std. Dev
I have access to real time information on advertised tenders in the MOH	0.0%	9.4%	24.1%	44.0%	22.5%	3.79	.897
The information on tenders advertised by the MOH is reliable as there are lower chances of future cancelations	0.0%	11.0%	9.4%	56.0%	23.6%	3.92	.876
I access tender advertisement of the MOH through Daily Nation newspaper	0.0%	11.5%	13.1%	44.0%	31.4%	3.95	.953
I access MOH tender advertisement through the Standard News paper	0.0%	14.1%	11.0%	72.3%	2.6%	3.63	.755
I access tender information in the MOH through television	0.0%	0.0%	18.3%	1.0%	80.6%	3.62	.777
I access tender information from the website of the MOH	0.0%	7.3%	18.3%	69.1%	5.2%	3.72	.673
It is costly to buy a newspaper in order to access tender opportunities in the MOH	0.0%	11.0%	12.0%	67.0%	9.9%	3.75	.777
I incur the cost of internet bundles to access government tender from the MOH	0.0%	20.4%	11.0%	46.6%	22.0%	3.7	1.031
It is costly die this enterprise to pay for Wi-Fi in order to access government tender opportunities on MOH	0.0%	11.0%	22.0%	45.0%	22.0%	3.78	.914
The MOH communicates the feedback of the applied tenders on time	0.5%	2.6%	29.3%	39.8%	27.7%	3.91	.848
Overall Score	0.1%	9.8%	16.9%	48.5%	24.8%	3.78	.850

The results in Table 4.2 indicate that 73.3% of the respondents agreed with a mean of 3.78 that there was availability of information on government tender as far as the implementation of AGPO program was concerned. This means that availability of information on government tenders was

one viewed as one of the factors that influenced the implementation of AGPO program. It implies that majority of the respondents accessed information on the tenders of the government.

More specifically, 81.6% of the respondents agreed that they accessed tender information in the MOH through television, 79.6% agreed that the information on tenders advertised by the MOH was reliable as there were lower chances of future cancelations, 76.9% shared that was costly to buy a newspaper in order to access tender opportunities in the MOH, 75.4% agreed that they accessed tender advertisement of the MOH through Daily Nation newspaper, 74.9% agreed that they accessed MOH tender advertisement through the Standard Newspaper while 73.4% agreed that they accessed tender information from the website of the MOH. Furthermore, 68.6% of the respondents agreed that they incurred the cost of internet bundles to access government tender from the MOH, 67.5% agreed that the MOH communicated the feedback of the applied tenders on time, 67.0% agreed that it was costly for their enterprise to pay for Wi-Fi in order to access government tender opportunities on MOH and 66.5% agreed that they had access to real time information on advertised tenders in the MOH.

Respondents were asked to indicate the extent which availability of information on government tender in the MoH affected their enterprise in participating in government tender opportunities. The results were established and summarized as indicated in Table 4.3.

Table 4.3: Availability of Information on Government Tender and Implementation of AGPO

	Frequency	Percent
Little Extent	41	21.5
Moderate Extent	20	10.5
Large Extent	129	67.5
Very Large Extent	1	.5
Total	191	100.0

The results in Table 4.3 indicate that 67.5% of the respondents noted that availability of information on government tenders influenced the implementation of AGPO program to a large extent. This means that when more information is available on the tenders of the government, more people would be ready and willing to participate in AGPO program.

4.4.2 Resource Adequacy

The findings on resource adequacy determined through descriptive statistics are as shown in Table 4.5.

Table 4.4: Resource Adequacy

Statement	strongly disagree	disagree,	not sure	agree	Strongly agree	Mean	Std. Dev
It is difficult for lenders to finance our local purchase orders (LPOs) to perform tender activities in MOH	0.0%	20.9%	11.0%	48.7%	19.4%	3.66	1.017
We have limited capital to finance all tender opportunities awarded from the MOH	0.0%	12.0%	34.6%	42.4%	11.0%	3.52	.845
There are delays in payment for fully completed tenders from the national treasury that adversely affect liquidity position of this enterprise	0.0%	12.0%	12.0%	56.5%	19.4%	3.83	.879
It requires a lot of time to qualify for a tender opportunity in the MOH	0.0%	11.0%	11.0%	68.1%	9.9%	3.77	.774
This enterprise has limited technology to undertake complex tender opportunities advertised in the MOH	0.0%	12.0%	20.9%	57.6%	9.4%	3.64	.814
This enterprise has all the required skills to carry out tender opportunities won from the MOH	0.0%	11.0%	10.5%	67.5%	11.0%	3.79	.782
This enterprise has competent staff to perform the tender won from MOH	0.0%	9.9%	11.0%	68.1%	11.0%	3.80	.762
Overall Score	0.0%	12.7%	15.9%	58.4%	13.0%	3.72	.839

Table 4.4 indicates that 71.4% of the respondents agreed with a mean of 3.72 that availability of resources was one of the factors they considered in relation to AGPO program. It was shown that 79.1% of the respondents agreed that their enterprise had competent staff to perform the tender won from MOH, 78.5% agreed that their enterprise had all the required skills to carry out tender opportunities won from the MOH, 78.0% agreed that it required a lot of time to qualify for a tender

opportunity in the MOH and 75.9% agreed that there were delays in payment for fully completed tenders from the national treasury that adversely affect liquidity position of this enterprise. The results of the study further showed that 68.1% of the respondents agreed that it was difficult for lenders to finance our local purchase orders (LPOs) to perform tender activities in MOH, 67.0% agreed that the enterprise had limited technology to undertake complex tender opportunities advertised in the MOH while 53.4% agreed that they had limited capital to finance all tender opportunities awarded from the MOH.

The study sought further to establish the extent which resource adequacy affected the ability of their enterprise to participate in government tender opportunities in the MOH. Table 4.5 gives a summary of the analyzed findings.

Table 4.5: Resource Adequacy and implementation of AGPO

	Frequency	Percent
Little Extent	10	5.2
Moderate Extent	42	22.0
Large Extent	106	55.5
Very Large Extent	33	17.3
Total	191	100.0

As per the findings in Table 4.5, the study found out that 55.5% of the respondents reported that resource adequacy influenced the implementation of the Access to Government Procurement Opportunities Program in ministry of health to a large extent. This means that implementation of AGPO program required resources.

4.4.3 Regulatory Requirements

The results on regulatory requirements were established and summarized as indicated in Table 4.6.

Table 4.6: Regulatory Requirements

Statement	strongly disagree	disagree,	not sure	agree	Strongly agree	Mean	Std. Dev
It was expensive for this enterprise to meet all the registration requirements before we started taking part in tender opportunities in MOH	0.0%	11.0%	11.0%	68.6%	9.4%	3.76	.769
It took a lot of time for this firm to obtain all the necessary registration requirements before taking part in tender opportunities at MOH	0.0%	0.0%	23.6%	55.5%	20.9%	3.97	.668
I know that I only qualify for the 30% of the tender opportunities that had been set aside by the MOH	0.0%	11.0%	23.6%	45.0%	20.4%	3.75	.906
I that the 30% reservation is an affirmative action aimed at boosting my enterprise	0.0%	12.0%	12.0%	75.9%	0.0%	3.64	.689
I know that the 30% tender reservation requirement is established in PPDA	0.0%	12%	11.0%	54.5%	22.5%	3.87	.897
Overall Score	0.0%	9.2%	16.2%	59.9%	14.6%	3.80	.786

Table 4.6 shows that 74.5% of the respondents generally agreed with a mean of 3.80 that there existed regulatory requirement as far as the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya was concerned. The findings showed that 78.0% of the respondents agreed that it was expensive for their enterprise to meet all the registration requirements before they started taking part in tender opportunities in MOH, 77.0% were aware that the 30% tender reservation requirement was established in PPDA, 76.4% shared that it took a lot of time for their firm to obtain all the necessary registration requirements before taking part in tender opportunities at MOH, 75.9% agreed that that the 30% reservation was an affirmative action aimed at boosting their enterprise while 65.4% of the respondents were aware that know that they only qualified for the 30% of the tender opportunities that had been set aside by the MOH.

The respondents were further requested to indicate the extent which regulatory requirements affected the ability of their enterprise to participate in government tender opportunities in the MOH. The results were established and summarized as indicated in Table 4.7.

Table 4.7: Regulatory Requirements and Implementation of AGPO

	Frequency	Percent
Not at all	2	1.0
Little Extent	5	2.6
Moderate Extent	25	13.1
Large Extent	124	64.9
Very Large Extent	35	18.3
Total	191	100.0

Based on the results in Table 4.7, it can be summed up that 64.9% of the respondents agreed that regulatory requirements influenced the implementation of the Access to Government Procurement Opportunities Program in ministry of health, Kenya to a large extent.

4.4.4 Ethical Practice Adherence

The results on ethical practice adherence as another independent objective variable of the study are as indicated in Table 4.8.

Table 4.8: Ethical Practice Adherence

Statement	strongly disagree	disagree,	not sure	agree	Strongly agree.	Mean	Std. Dev
I know that award of tender at MoH is done in line with the prescribed code of ethics	0.0%	53.9%	8.9%	25.1%	12.0%	2.09	.797
I know that the award of the tender opportunities at MoH is done in line with its core values	0.0%	55.0%	17.8%	15.2%	12.0%	2.04	.883
The award of qualified tender in MoH is done without corruption	0.0%	42.9%	0.0%	29.8%	27.2%	2.07	.757
Some enterprises are favored when it comes to award of tender opportunities in MoH	0.0%	0.0%	8.9%	20.9%	70.2%	3.61	.646
Some enterprises are awarded tender opportunities in MoH even when have not made a formal application for the same	0.0%	12.0%	24.1%	42.9%	20.9%	3.53	.929
The award of tender opportunities to the qualified bidders in MoH fair	0.0%	55.0%	24.1%	20.9%	0.0%	2.17	.672
Overall Score	0.0%	36.5%	14.0%	25.8%	23.7%	2.59	.781

The results in Table 4.8 indicate that generally, less than half of the respondents (49.5%) moderately agreed with a mean of 2.59 that their adherence to ethical values when it came to the implementation of the Access to Government Procurement Opportunities Program in ministry of health. Table 4.8 further indicate that 91.1% of the respondents agreed that some enterprises were favored when it came to award of tender opportunities in MoH, 63.8% of the respondents agreed that some enterprises were awarded tender opportunities in MoH even when they had not made a formal application for the same while 57.0% agreed that the award of qualified tender in MoH was done without corruption. On the other hand, 55.0% of the respondents disagreed on whether the award of tender opportunities to the qualified bidders in MoH was fair, 55.0% also disagreed on whether they knew that the award of the tender opportunities at MoH was done in line with its core values and 53.9% disagreed on whether they knew that the award of tender at MoH was done in

line with the prescribed code of ethics. The implications drawn from these findings were that ethics was an issue of concern as far as the implementation of Access to Government Procurement Opportunities Program in the ministry of health was concerned.

The study sought to determine the extent which ethical practice adherence affected the ability of the studied enterprises to participate in government tender opportunities in the MoH, Table 4.9 is the summary of the findings.

Table 4.9: Ethical Practice Adherence and the Implementation of AGPO

	Frequency	Percent
Little Extent	17	8.9
Moderate Extent	52	27.2
Large Extent	76	39.8
Very Large Extent	46	24.1
Total	191	100.0

The findings in Table 4.9 indicate that on overall, 39.8% of the respondents felt that ethical practice adherence influenced the implementation of the Access to Government Procurement Opportunities Program in ministry of health, Kenya to a large extent. However, this a relatively smaller proportion of the respondents which infers that the low level of ethical practice adherence probably resulted into the least effect on the implementation of AGPO.

4.5 Qualitative Analysis

The interview guide was used to collect information from the KIs. In total, 20 KIs were involved in the interview and they were asked to identify some of the channels which MOH used to place adverts on tender opportunities for youths, women and PWDs to apply. The KIs shared a number of channels that were used in placing tender advertisements including the use of the daily newspapers (Daily Nation and Standard New paper) and through the website of the Ministry. The KIs were further asked to indicate how they communicated the feedback when the respective enterprises had applied for tender opportunities in MoH. One KI said that communication to successful applicants was mostly done through website and through their mobile phones especially with support of short message service (SMS). The KIs further disclosed that occasionally, formal phone calls were being used to communicate feedback to the successful applicants. Another KI noted that emails were also used in communicating feedback to some of the successful applicants under the AGPO program.

The KIs were asked to indicate the challenges faced by the National treasury when disbursing payments to the respective enterprises that had been awarded tenders in the MOH after successful completion. One KI informant said that disbursement of the amount after the awarded tender has been completed was a tedious process that required a number of approvals and this took a lot of time. Another KI said that disbursements from the National Treasury were pegged on the available funds within the Exchequer against the available options and priorities.

The KIs were asked to indicate ways through which the preference and reservation requirement could be made to be more effective. The KIs shared that transparency and accountability was key in realization of this requirement. The other KI raised the need for strengthening of the available policies and regulations as far as this preference and reservation requirement is concerned. The study sought to establish how the MOH ensured there was fairness when it came to awarding of tender opportunities to youths, women and PWDs. The KI noted that all tender information was advertised in various channels and the PWDs were given ample time to apply. The other KI stated that considerations are given to all those PWDs who had applied the advertised tenders. The study sought to establish how the code of ethics in the MOH influenced the award of tenders to youths, women and PWDs. The KIs noted that the code of ethics laid foundation with a set of values to be adhered to as far as the award of tenders was concerned.

4.6 Regression Analysis and Hypotheses Testing

Regression analysis was conducted to test the formulated hypotheses of the study and the findings are as indicated in subsequent sections.

4.6.1 Regression Model Summary

The findings of the model summary were established and summarized as indicated in Table 4.10.

Table 4.10: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773 ^a	.598	.589	1.46833

a. Predictors: (Constant), Ethical Practice Adherence, Resource Availability, Regulatory Requirements, Availability of Information on Government Tenders

From the results in Table 4.10, it can be noted that the value of R square is 0.598, which is interpreted to infer that 59.8% change in the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya is jointly explained by ethical

practice adherence, resource availability, regulatory requirements, and availability of information on government tenders.

4.6.2 Analysis of Variance

Table 4.11 reports the findings of the ANOVA conducted at 5% level of significance.

Table 4.11: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	596.096	4	149.024	69.121	.000 ^b
Residual	401.013	186	2.156		
Total	997.110	190			

a. Dependent Variable: Implementation of AGPO Program

b. Predictors: (Constant), Ethical Practice Adherence, Resource Availability, Regulatory Requirements, Availability of Information on Government Tenders

The ANOVA findings were established and summarized as indicated in Table 4.11. From the findings, $F=69.121$ & $p<0.05$. This means that the studied factors had significant effect on the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya.

4.6.3 Regression Coefficients and Significance

The findings of the regression beta coefficients and the significance as determined through the p-values are indicated in Table 4.12.

Table 4.12: Regression Coefficients and Significance

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	15.428	1.463		10.546	.000
Availability of Information on Government Tenders	1.104	.088	2.084	12.482	.000
Resource Availability	.071	.034	.097	2.076	.039
Regulatory Requirements	.931	.129	.984	7.210	.000
Ethical Practice Adherence	.411	.115	.580	3.585	.000

a. Dependent Variable: Implementation of AGPO Program

From Table 4.12, the fitted regression model becomes:

$$Y = 15.428 + 1.104X_1 + 0.071X_2 + 0.931X_3 + 0.411X_4$$

Y = Implementation of AGPO Program

X_1 = Availability of information on government tenders

X_2 = Resource adequacy

X_3 = Regulatory Requirements

X_4 = Ethical practice adherence

μ_{it} = Error Term

This means that when all the variables of the study were to be held constant, the Implementation of AGPO Program in the MOH in Kenya would be at 15.428 units. The first objective of the study was to determine the influence of availability of information on government tenders on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. From the results, it was noted that a unit change in availability of information on government tenders holding other factors constant would lead to 1.104 unit improvement in the implementation of the Access to Government Procurement Opportunities Program in the ministry of health. The first hypothesis was H_{01} availability of information on government tenders has no significant influence on the on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. From Table 4.12, availability of information on government tenders had a p-value ($p < 0.05$), and thus hypothesis H_{01} was rejected.

The second objective of the study was to assess the influence of resource adequacy on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. From the results, it was shown that holding other factors constant, a unit change in resource adequacy would lead to 0.071-unit improvements in the implementation of the Access to Government Procurement Opportunities Program in the ministry of health. The second hypothesis was H_{02} resource adequacy has no significant influence on the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. From the findings, resource adequacy had a p-value ($p < 0.05$), hence hypothesis H_{02} was rejected.

The study sought to analyze the influence of regulatory requirements on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. The findings showed that when all other factors are held constant, a unit change in regulatory requirements would lead to 0.931 unit improvement in implementation of the Access to Government Procurement Opportunities Program in the ministry of health. The third hypothesis of the study was H_0_3 regulatory requirements has no significant influence on the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. From the results, regulatory requirements had p-value less than 0.05 ($p < 0.05$), hence hypothesis H_0_3 was rejected.

The last objective of the study sought to investigate the influence of ethical practice adherence on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. It was noted that when all other variables are relaxed, a unit change in ethical practice adherence would bring about 0.411 unit increase in implementation of the Access to Government Procurement Opportunities Program in the ministry of health. The last hypothesis of the study was H_0_4 ethical practice adherence has no significant influence on the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. The results indicated that the p-value of ethical practice adherence ($p < 0.05$) and hence the study rejects hypothesis H_0_4 .

CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter provides a summary of the analyzed findings as informed by the specific objectives. The discussion is provided by linking the findings with the reviewed literature. The conclusions and recommendations are also shown as supported by the study objectives and the key findings. The areas that require further research are also indicated in this chapter.

5.2 Summary of the Findings

The chapter is a summary of the analyzed findings as guided by both descriptive, content analysis and the regression analysis.

5.2.1 Availability of Information on Government Tender and the Implementation of the Access to Government Procurement Opportunities Program

The first objective of the study was to determine the influence of availability of information on government tenders on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. From the results, 73.3% of the respondents agreed with a mean of 3.78 that there was availability of information on government tender as far as the implementation of AGPO program was concerned. Respondents agreed on various sources of information on government tenders where 81.6% agreed on television, 75.4% through Daily Nation newspaper, 74.9% agreed through the Standard Newspaper while 73.4% agreed that they accessed tender information from the website of the MOH. Furthermore, 67.5% of the respondents noted that availability of information on government tenders influenced the implementation of AGPO program to a large extent.

Based on the results of regression analysis, it was noted that a unit change in availability of information on government tenders holding other factors constant would lead to 1.104 unit improvement in the implementation of the Access to Government Procurement Opportunities Program in the ministry of health. The first hypothesis was H_{01} availability of information on government tenders has no significant influence on the on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. From Table

4.12, availability of information on government tenders had a p-value ($p < 0.05$), and thus hypothesis H_{01} was rejected.

5.2.2 Resource Adequacy and the Implementation of the Access to Government Procurement Opportunities Program

The second objective of the study was to assess the influence of resource adequacy on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. The results of the study indicated that 71.4% of the respondents agreed with a mean of 3.72 that availability of resources was one of the factors they considered in relation to AGPO program. More specifically, 79.1% of the respondents agreed on competency of the staff, 78.5% agreed on the available skills in their enterprises, 78.0% agreed on time resource and 75.9% agreed on delays in payment for fully completed tenders. At the same time, 68.1% of the respondents agreed on the challenges of getting finances from local lenders, 67.0% agreed on the limited technology and 53.4% agreed on limited capital. The study found out that 55.5% of the respondents reported that resource adequacy influenced the implementation of the Access to Government Procurement Opportunities Program in ministry of health to a large extent.

From the results of regression analysis, it was shown that holding other factors constant, a unit change in resource adequacy would lead to 0.071 unit improvements in the implementation of the Access to Government Procurement Opportunities Program in the ministry of health. The second hypothesis was H_{02} resource adequacy has no significant influence on the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. From the findings, resource adequacy had a p-value ($p < 0.05$), hence hypothesis H_{02} was rejected.

5.2.3 Regulatory Requirements and the Implementation of the Access to Government Procurement Opportunities Program

The study sought to analyze the influence of regulatory requirements on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. In view of the descriptive statistics, it was noted that 74.5% of the respondents generally agreed with a mean of 3.80 that there existed regulatory requirement as far as the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya was concerned. The findings showed that 78.0% of the respondents agreed that it was expensive for their

enterprise to meet all the registration requirements and 76.4% shared that it took a lot of time for their firm to obtain all the necessary registration requirements before taking part in tender opportunities at MOH. The results further showed that 64.9% of the respondents agreed that regulatory requirements influenced the implementation of the Access to Government Procurement Opportunities Program in ministry of health, Kenya to a large extent.

The findings of regression analysis showed that when all other factors are held constant, a unit change in regulatory requirements would lead to 0.931 unit improvement in implementation of the Access to Government Procurement Opportunities Program in the ministry of health. The third hypothesis of the study was H_0_3 regulatory requirements has no significant influence on the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. From the results, regulatory requirements had p-value less than 0.05 ($p < 0.05$), hence hypothesis H_0_3 was rejected.

5.2.4 Ethical Practice Adherence and the Implementation of the Access to Government Procurement Opportunities Program

The last objective of the study sought to investigate the influence of ethical practice adherence on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. The results indicate that generally, less than half of the respondents (49.5%) moderately agreed with a mean of 2.59 that there adherence to ethical values when it came to the implementation of the Access to Government Procurement Opportunities Program in ministry of health. It was noted that 91.1% of the respondents agreed on existence of favourism, 55.0% of the respondents disagreed on whether the award of tender opportunities to the qualified bidders in MoH was fair, 55.0% also disagreed on whether they knew that the award of the tender opportunities at MoH was done in line with its core values and 53.9% disagreed on whether they knew that the award of tender at MoH was done in line with the prescribed code of ethics. The findings indicate that on overall, 39.8% of the respondents felt that ethical practice adherence influenced the implementation of the Access to Government Procurement Opportunities Program in ministry of health, Kenya to a large extent.

From regression results, it was noted that when all other variables are relaxed, a unit change in ethical practice adherence would bring about 0.411 unit increase in implementation of the Access

to Government Procurement Opportunities Program in the ministry of health. The last hypothesis of the study was H₀₄ ethical practice adherence has no significant influence on the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. The results indicated that the p-value of ethical practice adherence ($p < 0.05$) and hence the study rejects hypothesis H₀₄.

5.3 Discussions

5.3.1 Availability of Information on Government Tender and the Implementation of the Access to Government Procurement Opportunities Program

The first objective of the study was to determine the influence of availability of information on government tenders on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. From the results, 73.3% of the respondents agreed with a mean of 3.78 that there was availability of information on government tender as far as the implementation of AGPO program was concerned. Poor access to information can bring about chaos in an organization. Accessing information involve some costs which is a disadvantage to most small firms as they have limited budgets. According to Rowe (2014), firms should strive to ensure that the required information has been carefully identified, verified and shared with other relevant members for sound decision making. Information requires channels of communication for it to be passed on between the involved parties. The channels of information can be written, the use of print media like magazines and new papers, the use of radio and televisions, the use of online platforms including the web site as well as posters (Hayakawa & Ito, 2014). While some of these channels are cheap to access, others require some costs for instance the use of internet will require another party to subscribe to internet bundles or Wi-Fi in order to get access to such information (Mohammed et al., 2015). However, the finding contradict Nkonge (2013) who noted that information on government tenders is usually not adequate and the most of the youth enterprise owners were not aware of such information.

Based on the results of regression analysis, it was noted that a unit change in availability of information on government tenders holding other factors constant would lead to 1.104 unit improvement in the implementation of the Access to Government Procurement Opportunities Program in the ministry of health. The first hypothesis was H₀₁ availability of information on government tenders has no significant influence on the on implementation of the Access to

Government Procurement Opportunities Program in the ministry of health, Kenya. From Table 4.12, availability of information on government tenders had a p-value ($p < 0.05$), and thus hypothesis H_{01} was rejected. This finding is empirically supported by some of the past studies that were reviewed. Muszynska (2015) focused on the role played by communication management as far as project management concept is concerned. It was shown that sound project communication calls for the preparation of a communication plan that aid in sharing of information. Wleh (2015) looked at the key factors that shape and predict accessibility to public procurement opportunities focusing on ministries in Kenya. It was shown that accessibility to information is a factor that affects participation into government tenders by youths. Additional factors that were identified include accessibility to finance, ethics and legal framework. Njeri and Getuno (2016) sought to bring out the key factors that shape and determine the ability of participants to access government tender opportunities using evidence from the Judiciary. The study noted that information on procurement opportunities in government is highly available for accessibility among the youths and the print media is one of the widely used platforms of advertising these procurement opportunities. A study conducted by Kipkoech (2015) focused on determining how implementing AGPO program has enhanced SME growth with specific reference to youths. It was shown that respondents had awareness of AGPO program and adequate information was obtained from the government agencies. On financing, it was shown that there were some lending entities that helped in financing of their local purchase order.

5.3.2 Resource Adequacy and the Implementation of the Access to Government Procurement Opportunities Program

The second objective of the study was to assess the influence of resource adequacy on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. The results of the study indicated that 71.4% of the respondents agreed with a mean of 3.72 that availability of resources was one of the factors they considered in relation to AGPO program. Consistent with these findings, Akinfolarin et al. (2012) argued that resource is one of the strategic factors in any firm that plays a major role in realization of the formulated objectives. Resources can be viewed as either human or non-human that are in place and which play a role in achievement of the goals of the organization. The level of utilization and adequacy of resources go a long way towards realization of the goals at an organizational level. Non-human

resources include the physical facilities, financial resources and time. Kipkoech (2015) argued that access to finance is a challenge especially for small business given that they are required to pledge collaterals in form of assets which are not adequate. Kimando and Sagwa (2012) noted that unlike larger firms, smaller firms face a challenge of increased transaction costs in respect to accessibility to credit facilities. Most lending institutions shy away from advancing credit facilities to small firms on ground that they are too risky when it comes to repayment of the loans advanced to them.

From the results of regression analysis, it was shown that holding other factors constant, a unit change in resource adequacy would lead to 0.071 unit improvements in the implementation of the Access to Government Procurement Opportunities Program in the ministry of health. The second hypothesis was H₀₂ resource adequacy has no significant influence on the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. From the findings, resource adequacy had a p-value ($p < 0.05$), hence hypothesis H₀₂ was rejected. These findings are in line with the empirical evidence that was reviewed by the study. Rugiri and Njangiru (2018) conducted a study on availability of resources and its role as far as project performance is concerned where the results noted that availability of resources and project performance are positively and significantly linked with each other. Weiss, Hoegl and Gibbert (2017) conducted a study on adequacy of material resources and how this affects performance of the project activities and it was shown that material resources and project performance are positively linked with each other. A study was conducted by Njeri and Getuno (2016) to bring out the key factors that shape and determine the ability of participants to access government tender opportunities using evidence from the Judiciary. The study noted that financial resources is a key factor that inhibit youths to take up government procurement opportunities since most of them were not in position to raise capital for financing the contracts.

5.3.3 Regulatory Requirements and the Implementation of the Access to Government Procurement Opportunities Program

The study sought to analyze the influence of regulatory requirements on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. In view of the descriptive statistics, it was noted that 74.5% of the respondents generally agreed with a mean of 3.80 that there existed regulatory requirement as far as the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya was

concerned. Organizations operate within the legal provisions and guidelines that determine the rule of the game. A sound regulatory framework will enhance transparency in the public procurement exercise (Ndumia, 2015) in an economic system in comparison to a weak regulatory system which poses a challenge to most of the small businesses. Muraguri (2013) did a study to analyze the youth preference and reservations policy and how it has been implemented in Kenyan public procurement. It was shown that the preference and reservations policy for the youths has not been highly implemented in Kenya. This low implementation of the preference and reservations policy for the youths was attributed to institutional challenges faced by some of the small youth owned enterprise.

The findings of regression analysis showed that when all other factors are held constant, a unit change in regulatory requirements would lead to 0.931 unit improvement in implementation of the Access to Government Procurement Opportunities Program in the ministry of health. The third hypothesis of the study was H_0_3 regulatory requirements has no significant influence on the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. From the results, regulatory requirements had p-value less than 0.05 ($p < 0.05$), hence hypothesis H_0_3 was rejected. Abadi (2014) raised the need to streamline registration and other statutory requirements for youths to access government procurement opportunities through AGPO. A study conducted by Wangai (2014) identified that factors that affect the ability of SMEs owned by youths to access government procurement opportunities to include accessibility to information, legal/regulatory framework, accessibility to financial resources, ethical issues and complexity of the process of procurement. Nkonge (2013) looked at the challenges that SMEs face as far as the bidding process is concerned and the key identified challenges include legal framework including the guidelines and financial challenges which include shortage of own financial resources. Pedo et al. (2018) looked at regulatory framework and its role as far performance of road projects in Kenya is concerned and it was shown that regulatory framework and performance of the project are positively related with each other. Gichamba and Kithinji (2019) focused on environmental regulations and their role as far as performance of the construction projects was concerned where it was shown that water regulation, waste regulation, vibration and noise regulation all have significant interaction with the ability of the project to be performed.

5.3.4 Ethical Practice Adherence and the Implementation of the Access to Government Procurement Opportunities Program

The last objective of the study sought to investigate the influence of ethical practice adherence on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. The results indicate that generally, less than of the respondents (49.5%) moderately agreed with a mean of 2.59 that there adherence to ethical values when it came to the implementation of the Access to Government Procurement Opportunities Program in ministry of health. This means that there was low adherence to ethical practices when it came to the implementation of AGPO program in the MOH. Ethics place emphasis on issues like confidentiality and bribery. It covers aspects like code of conduct, the core values, fairness and integrity. Ethics is a key component of sound governance practices in an organization and has an influence on the level of public trust (Weinberg, 2014). In the procurement context, ethics shape key decisions relating with transparency, integrity and fairness (Svara, 2014). The code of conduct helps in addressing the standards of conduct between people in an organization. In most cases, the code of conduct is usually broadly worded with more room for interpretation. There are generally some principles and concepts that are linked with procurement which include respect and adherence of the regulations and rules, integrity, fairness and impartiality, confidentiality and due diligence (Steinbauer et al., 2014).

From regression results, it was noted that when all other variables are relaxed, a unit change in ethical practice adherence would bring about 0.411 unit increase in implementation of the Access to Government Procurement Opportunities Program in the ministry of health. The last hypothesis of the study was H₀₄ ethical practice adherence has no significant influence on the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. The results indicated that the p-value of ethical practice adherence ($p < 0.05$) and hence the study rejects hypothesis H₀₄. Ogegah (2017) looked ethics at the work place and its role as far as performance of staff is concerned and it was shown that there were programs which promoted good ethics, and offering incentives that will improve on ethical behavior of the staff. Downe et al. (2016) sought to establish the key factors that predict ethical behavior among public sector entities where it was shown that those firms which don practice good conduct are steered by leaders who appreciate and understand the value of good conduct. Syengo (2015) did an assessment of

ethical practices and their role on performance of the supply chain and it was shown that ethical practices have been widely adopted by the KRA to a large extent.

5.4 Conclusion

The first objective of the study was to determine the influence of availability of information on government tenders on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. Based on the findings of descriptive statistics, the study concludes that information on government tender was readily available among enterprises owned by PWDs. Furthermore, the availability of this information on government tenders has influenced the implementation of AGPO program in the MOH to a large extent. In view of regression result, the study concludes that availability of information on government tenders significantly drives the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya.

The second objective of the study was to assess the influence of resource adequacy on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. From the findings, majority of the enterprises owned by PWDs agreed that availability of resources was one of the factors that hindered them from taking part in government tenders. Most of the enterprises owned by PWDs shared that resource adequacy would influence the implementation of the Access to Government Procurement Opportunities Program in the MOH to a large extent. The study further concludes that resource adequacy significantly predicts the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya.

The study sought to analyze the influence of regulatory requirements on implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. From the findings of descriptive statistics, the study concludes that there exist a number of regulatory requirements to be fulfilled by PWDs in order to participate in AGPO program. Some of these regulatory requirements are costly especially to startup firms owned by the PWDs given that they are still at the infant stage. The study further concludes that the existance of regulatory requirements has significantly contributed towards the implementation of the Access to Government Procurement Opportunities Program in the ministry of health.

The study concludes that there was adherence to ethical practices when it comes to the implementation of the Access to Government Procurement Opportunities Program in the ministry of health, Kenya. This was largely because of existence of favourism and allegations and unfairness in award of the tenders. The study also concludes that adhering to ethical practices would significantly enhance the implementation of Access to Government Procurement Opportunities Program in the ministry of health, Kenya.

5.5 Recommendations for Policy

Based on the findings, the study gives the following recommendation:

- i. The procurement managers in the Ministry of Health in Kenya should adopt less cheap platforms of advertising and communicating information on tenders like direct short message services (SMS) to PWDs.
- ii. The Finance Managers in the National Treasury in Kenya should prioritize payment of the PWDs after completion of the awarded tenders so as to enhance their liquidity positions
- iii. The Credit Managers of lending institutions in Kenya should consider the enterprises owned by PWDs in appraising the loan applications submitted. This will allow them to access capital for financing government tenders.
- iv. The National Treasury should simplify the regulatory requirements that are needed for PWDs to participate in the AGPOA program
- v. The procurement managers together with tendering committee at the Ministry of Health should establish proper systems that promote fairness in award of tenders to PWDs
- vi. The procurement managers should strictly adhere to the established code of ethics when awarding tenders to the qualified PWDs

5.6 Suggestions for Further Research

- i. Further studies should be done to link the identified factors with performance rather than implementation of AGPO program.
- ii. Further studies should be conducted in other ministries away from the MOH in Kenya
- iii. Further studies should explore how the implementation of AGPO program has contributed towards performance of the specific enterprises owned by PWDs.

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APPENDICES

Appendix I: Questionnaire

SECTION A: DEMOGRAPHIC CHARACTERISTICS

1. Kindly indicate your Gender

Male [] Female []

2. Kindly indicate your age bracket

18-34 []

35-44 []

45-54 []

55 and above

4. What is your highest level of education?

Post graduate []

Undergraduate []

Diploma []

Certificate []

Any other (specify).....

SECTION B: IMPLEMENTATION OF AGPO PROGRAM

5. For the last five years, kindly indicate by ticking (✓) the number of government tender in the ministry of health that your enterprise has successfully won and got awarded

Less than 20 tender ()

20-40 tenders ()

40-60 tenders ()

60-80 tenders ()

Over 80 tenders ()

6. For the last five years, kindly indicate by ticking (✓) the value of government tender in the ministry of health that your enterprise has successfully won and got awarded

Less than Kshs 20 million ()

Kshs. 20-40 million ()

Kshs. 40-60 million ()

Kshs. 60-80 million ()

Over Kshs. 80 million ()

7. For the last five years, do you suppose the average amount of revenues/profits generated by your enterprise has decreased or increased? Kindly indicate by ticking (✓) in the scale below

Greatly decreased ()

Decreased ()

Remained stable ()

Increased ()

Greatly increased ()

8. To what extent are you satisfied with the tendering process you have participated in at the ministry of health in Kenya? Kindly indicate your response by ticking(✓) in the boxes below

Very much dissatisfied ()

Dissatisfied ()

Not sure ()

Satisfied ()

Very much satisfied ()

SECTION C: AVAILABILITY OF INFORMATION ON GOVERNMENT TENDER

9. Below are several statements on availability of information on government tender in the ministry of health in Kenya. Kindly indicate (✓) the extent of your agreement with each of these statements using a scale of 1-5 where 1=strongly disagree, 2=disagree, 3=not sure, 4=agree and 5=strongly agree.

Statement	1	2	3	4	5
I have access to real time information on advertised tenders in the MOH					
The information on tenders advertised by the MOH is reliable as there are lower chances of future cancelations					
I access tender advertisement of the MOH through Daily Nation newspaper					
I access MOH tender advertisement through the Standard News paper					
I access tender information in the MOH through television					
I access tender information from the website of the MOH					
It is costly to buy a newspaper in order to access tender opportunities in the MOH					
I incur the cost of internet bundles to access government tender from the MOH					
It is costly die this enterprise to pay for Wi-Fi in order to access government tender opportunities on MOH					
The MOH communicates the feedback of the applied tenders on time					

10. In general terms, how has availability of information on government tender in the MoH affected your enterprise in participating in government tender opportunities?

Not at all []

Little Extent []

Moderate Extent []

Large Extent []

Very Large Extent []

SECTION D: RESOURCE ADEQUACY

11. Below are several statements on resource adequacy. Kindly indicate (✓) the extent of your agreement with each of these statements and how the influence the ability of your enterprise to participate in government tender opportunities in the MoH. Use a scale of 1-5 where 1=strongly disagree, 2=disagree, 3=-not sure, 4=agree and 5=strongly agree.

Statement	1	2	3	4	5
It is difficult for lenders to finance our local purchase orders (LPOs) to perform tender activities in MOH					
We have limited capital to finance all tender opportunities awarded from the MOH					
There are delays in payment for fully completed tenders from the national treasury that adversely affect liquidity position of this enterprise					
It requires a lot of time to qualify for a tender opportunity in the MOH					
This enterprise has limited technology to undertake complex tender opportunities advertised in the MOH					
This enterprise has all the required skills to carry out tender opportunities won from the MOH					
This enterprise has competent staff to perform the tender won from MOH					

12. In general terms, how has resource adequacy affected the ability of your enterprise to participate in government tender opportunities in the MOH?

- Not at all []
- Little Extent []
- Moderate Extent []
- Large Extent []
- Very Large Extent []

SECTION E: REGULATORY REQUIREMENTS

13. Below are several statements on regulatory requirements. Kindly indicate (✓) the extent of your agreement with each of these statements and how the influence the ability of your enterprise to participate in government tender opportunities in the MOH. Use a scale of 1-5 where 1=strongly disagree, 2=disagree, 3=-not sure, 4=agree and 5=strongly agree.

Statement	1	2	3	4	5
It was expensive for this enterprise to meet all the registration requirements before we started taking part in tender opportunities in MOH					
It took a lot of time for this firm to obtain all the necessary registration requirements before taking part in tender opportunities at MOH					
I know that I only qualify for the 30% of the tender opportunities that had been set aside by the MOH					
I that the 30% reservation is an affirmative action aimed at boosting my enterprise					
I know that the 30% tender reservation requirement is established in PPDA					

14. In general terms, how has regulatory requirements affected the ability of your enterprise to participate in government tender opportunities in the MOH?

- Not at all []
- Little Extent []
- Moderate Extent []
- Large Extent []
- Very Large Extent []

SECTION F: ETHICAL PRACTICE ADHERENCE

15. Below are several statements on ethical practice adherence. Kindly indicate (✓) the extent of your agreement with each of these statements and how the influence the ability of your enterprise to participate in government tender opportunities in the MOH. Use a scale of 1-5 where 1=strongly disagree, 2=disagree, 3=-not sure, 4=agree and 5=strongly agree.

Statement	1	2	3	4	5
I know that award of tender at MoH is done in line with the prescribed code of ethics					
I know that the award of the tender opportunities at MoH is done in line with its core values					
The award of qualified tender in MoH is done without corruption					
Some enterprises are favored when it comes to award of tender opportunities in MoH					
Some enterprises are awarded tender opportunities in MoH even whey have not made a formal application for the same					
The award of tender opportunities to the qualified bidders in MoH fair					

17. In general terms, how has ethical practice adherence affected the ability of your enterprise to participate in government tender opportunities in the MoH?

- Not at all []
- Little Extent []
- Moderate Extent []
- Large Extent []
- Very Large Extent []

END

THANK YOU

Appendix II: Interview Guide for KIs

1. Kindly identify some of the channels which MOH use to place adverts on tender opportunities for youths, women and PWDs to apply

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.....
.....

2. Kindly indicate how you communicate the feedback when the respective enterprises have applied for tender opportunities in MoH?

.....
.....
.....

3. Kindly identify some of the challenges faced by the National treasury when disbursing payments to the respective enterprises that had been awarded tenders in the MOH after successful completion

.....
.....
.....

4. Kindly suggest the best way which the preference and reservation requirement can be made to be more effective

.....
.....
.....

5. How does the MOH ensure there is fairness when it comes to awarding of tender opportunities to youths, women and PWDs?

.....
.....

6. How does the code of ethics in the MOH influence the award of tenders to youths, women and PWDs?

.....
.....

7. In your opinion, do you believe the AGPO program has been fully implemented in MOH? Kindly explain

.....
.....

END

THANK YOU