DETERMINANTS OF IMPLEMENTATION OF PREFERENCE AND RESERVATION PROCUREMENT POLICY IN PROFESSIONAL REGULATORY BODIES IN KENYA

SAMSON K. MOTURI

A PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION IN PROCUREMENT AT THE SCHOOL OF BUSINESS OF KCA UNIVERSITY

SEPTEMBER, 2018

DECLARATION

This research project is my original work and has not been presented for a degree in any other university.

Signature... Date..

SAMSON MOTURI

16 / 09033

This project has been submitted for examination with my approval as the University Supervisor.

Signature ……………… ………………. Date……………… …………………………

Dr. Brigitte Okonga

KCA University, Kenya

DEDICATION

To Almighty God, for the strength to write this project. To my family for their resolute moral and financial support during the entire period of writing the project.

ACKNOWLEDGEMENT

I wish to thank the Almighty God for provision of good health and the resources that I required to write this project. I also wish to express my gratitude to my supervisor for both moral and academic support throughout my writing of this project. I also wish to extend my sincere gratitude to my colleagues and friends at KCA University for their support and goodwill during the preparation of this project.

TABLE OF CONTENT

LIST OF FIGURES

LIST OF TABLES

LIST OF ABBREVIATIONS AND ACRONYMS

AGPO   Access to Government Procurement Opportunity

CDF   constituency development funds

EU   European Union

FOSA   Front Office Services Activities

GDP   Gross Domestic Product

ICT   Information Communication Technology

KNBS   Kenya National Bureau of Statistics

MSEs   Micro and Small Enterprises

NGOs   Non-Government Organizations

PPDA   Public Procurement and Disposal Act, 2005

PPDR   Public Procurement and Disposal Regulations, 2006

PPOA   Public Procurement Oversight Authority

PPRA   Public Procurement Regulatory Authority

RBV   Resource-Based View

ROK   Republic of Kenya

SACCOs   Savings and Credit Co-operatives

SME's   Small and Medium Enterprises

SPSS   Statistical Package for Social Scientist

WTO   World Trade Organization

OPERATIONAL DEFINITION OF TERMS

Legislative Framework   comprises a set of documents that include the constitution, legislation, regulations, and contracts (Hrebiniak, 2014).

Organizational culture   is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations (Tan *et al.,* 2015).

Policy   is a deliberate system of principles to guide decisions and achieve rational outcomes (Allio, 2015).

Preference   refers to the act of giving priorities to certain groups over others to supply material (Gathira, 2013).

Procurement   The acquisition by purchase, rental, lease, hire, purchase, license, tenancy, franchise, or by any other contractual means of any type of works, assets, services or goods including livestock or any combination (Arrowsmith, 2013).

Profession   is a calling requiring specialized knowledge and often long and intense preparation in skills and methods Raymond (2013)

Reservation Scheme   This is an exemption to the general rule that public procurement shall be open to all eligible bidders (Thairu & Chirchir, 2016).

ABSTRACT

World Bank economic surveys have indicated that Kenya spends heavily on public procurement with losses attributed to poor procurement regulations implementation being approximated at 20% per year. According to PPOA (2015) annual report, poor procurement practices like non-compliance to PPDA regulations have been identified as a challenge to the procurement process. This study sought to establish the determinants of implementation of preference and reservation procurement policy among the professional regulatory bodies in Kenya. The objectives guiding the study were: to examine the effect of information Communication and Technology (ICT) on implementation of preference and reservation policy in the public sector in Kenya, to evaluate effect of procurement staff professionalism on implementation of preference and reservation policy in the public sector in Kenya, to evaluate the effects of organizational culture on implementation of Preference and Reservation policy in the public sector in Kenya and to establish the effect of legislative framework on implementation of preference and reservation policy in the public sector in Kenya. The study was informed by the following theories: Institutional Theory, Public Interest Theories of Regulation, Resource Based Theory and Social–Economic Theory. The study used adescriptive survey as the study research design. The target population comprised of 116 managers drawn from the following departments in the 29 professional societies operating in Kenya; ICT department, Human Resource department, procurement department and finance department. A census was conducted on all the 116 respondents. The study used descriptive statistics such frequency distributions, percentages, frequency tables and pie charts to summarize and relate variables obtained from the administered questionnaires and inferential statistics of correlation and regression to show the relationship between the independent and dependent variables. The results of the study showed that Information Communication and Technology, procurement staff professionalism, organizational culture and legislative framework positively and significantly influenced implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. the study recommends that for the purpose of improving implementation of preference and reservation procurement policy, professional regulatory bodies in Kenya should focus on various aspects of ICT such as low cost of setting up the ICT platform, compatibility of ICT infrastructure, availability of information on IT platforms, accessibility of information using online platforms, low cost of managing the ICT platforms and use of emails for

procurement activities. The study also recommends that in order to improve implementation of preference and reservation procurement policy, professional regulatory bodies in Kenya should pay attention to indicators of procurement staff professionalism such as professional competency, procurement staff skills, procurement staff integrity, procurement staff code of conduct and procurement staff knowledge on procurement regulation.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In the contemporary business world, public procurement process is deemed a vital component of financial system with economic and social outcomes (Schapper & Veiga, 2011). It is seen as an objective and efficient way of contracting between the state and private entities (Schooner, 2012) and is widely used to enhance a country's development agendas, such as the economic development of disadvantaged social groups (Arrowsmith, 2013). The manner in which community services are delivered as well as the governance level of a country are dependent on public procurement efficiency because this process pervades all aspects of government planning, executions of various government programs as well as allocation of public resources. It is therefore, an important market in any economy as it consumes a substantial percentage of public revenue of a country (Schapper & Veiga, 2011).

The public procurement market worldwide deals with a wide range of supplies. Countries have hence sought to come up with Procurement legislations to manage their procurement procedures. However, resistance and challenges in implementation of the procurement procedures is evident, regardless of the country in question. For the case of European countries, legislations targeting improvement in public procurement processes have been greatly stifled on two fronts which are the influence of political class and public administrators and government procurement officials.

There are several factors that have been identified to account for the increasing resistance to these legislations. Firstly, these legislations have met by persistent complaints directed at the intricacy of specific procurement directives as they are purported to lack flexibility. Second, these legislations are also presented in complex and unfeasible terms that spell public participation during procurement process. Third, these legislations fail to spur any meaningful and adequate integrative and innovative outcomes of the entire procurement process. Procurement legislations are lastly faulted for the complex nature of their administration and application (Weele, 2010). In Jordan, Alkilani and Jupp (2012) argued that attaining sustainable procurement in the country has been adversely affected by paltry procurement performance measures, absence or unsuitability of benchmarking

processes as well as unproductive systems that are in place. These restraining factors are also reinforced by lack of a thoroughly well formulated regulatory framework to encourage best practice.

Developing countries on the other hand have tried to reform their public procurement regulations. Integrated efforts by the World Bank, ITC, WTO and UNCTAD as cohorts for development of the African states have spurred the procurement reforms that differ from one African country to another (Knight *et al,* 2011). Saastamoinen, Reijonen and Tammi, (2017) contendprocurement reform process in Africa has not yet fully achieved procurement efficiency and effectiveness of the whole process due to existence of undermining factors such as corruption, incompetence and other destabilizing factors. Despite the concerted efforts of the African countries to reverse the trend, there are still huge amounts of public resources that are wasted due to inefficient and ineffective procurement processes.

Jibrin, Ejura and Augustine (2014) contend that in Nigeria, despite the existence of procurement process regulatory framework, there are problems that affect execution as well as compliance to the established procurement directives. As a panacea to this challenge, the government of Nigeria has purposed to set up a National Council on Public Procurement whose mandate is to reverse the current procurement trend in the country that, a role that is currently executed by different government institutions. In Zimbabwe, Sandada and Kambarami (2016) contend that there abounds cases of procurement systems among public institutions that are prone to abuse due to volatile procurement environment. Despite the country championing for procurement discretion and even being the first in Africa to formulate a Procurement Act, there are challenges of non-compliance that continue to afflict various government institutions.

Challenges in implementation of procurement procedures are also evident in Kenya. The government of Kenya's initiative to help foster economic growth through promotion of SMEsrun by disadvantaged groups such as women and the youth by providing them a percentage of up to 30% of the budget was a good will. This process has however encountered several challenges ranging from administrative problems especially with the mandatory use of internet-based procurement systems, termination of tenders and

prejudiced contract conditions. According to the country's development agenda, the Vision 2030, the role and place of small and medium enterprises remains central to the attainment of the development goal as the sector is responsible for up to 20% of GDP. It therefore places emphasis on extending support to this crucial sector of the economy (GOK, 2011).

It is now widely recognized that women and youth owned businesses remain integral in as far as economic growth and development are concerned as they create employment opportunities as well as take up the role of propagating the reaps of economic development throughout the country. The sector also plays a significantly important role in promotion of competitive pressures for the other dominant sectors of the economy thereby improving productivity. The special group's participation in public procurement has been used in several countries to create markets for their goods and services. However, their involvement in this regard has been afflicted by a number of restraining factors that have affected their overall contribution to economic growth and development (Odhiambo & Kamau, 2013). This lack of success in implementation of the procurement reservation and preference policy in the public sector is a question that needs to be addressed.

According to a Kenya government report in 2013, if not carefully engaged in meaningful activities that promote production for economic development, the youth especially the unemployed have the potential to wreck the economic and social stability of a country that in the long run obstructs development process of a country. Some of the challenges that account for exclusion of disadvantaged groups from public procurement include trivial entrepreneurial skills and paltry employment opportunities availed to them. It is no surprise then then the disadvantaged and special interest groups such as people with disability are not included in the procurement process which greatly dents their economic liberation (RoK, 2013). For the purpose of improving the country's competitiveness, it is necessary that the government incorporates youth and people with disability into procurement processes which also improves their income level and consequently abates poverty.

1.1.1 Preference and Reservation Procurement Policy in Kenya

The Constitution of Kenya 2010, through Article 227, provides for an Act of parliament to prescribe a framework for categories of preference in allocation of contracts. Consequently, the Public Procurement and Asset Disposal Act, 2015 was enacted. Part XII of the Act prescribes the preference and reservation procedures in public procurement. In the absence of the Regulations to operationalize the Act, previous Regulations operationalizing the repealed Act are in operation to the extent that they are not in conflict with the new Act. These Regulations include, the Public Procurement and Disposal (Preference and Reservation) Regulations 2011 and the Public Procurement and Disposal Regulations (Legal Notice 114 of 2013).

The Government of Kenya (GOK) in the year 2013 amended the public procurement regulations. In the new form of the regulations, 30% of government contracts were reserved for women, youth and persons with disabilities (Gathira, 2013). In tandem with this Government directive, public procurement regulations were modified by the National Treasury on June 18, 2013. This brought about an allocation of 30% of government for acquisition of public goods and services to SMEs owned by the special groups. Accordingly, these rules direct the procurement operations of public institutions regarding announcement and assessment of bids that are presented by the special interest groups. The regulations also made it mandatory for the public institutions to hand in quarterly reports to PPOA for amenability audits (PPOA, 2014). The institutions are also required to validate awards of advertised and thoroughly evaluated tenders and purchase orders besides setting up agreements with relevant financing institutions with an undertaking that the contracted enterprise will be paid through the account opened with the financier (GoK, 2014).

In the year 2015/16, the Government of Kenya spent 70% of its annual budget on to obtain public goods and services. Out of this, 30% representing 336 Billion Shillings of the total procurement budget was set aside for SMEs run by special interest groups for the purpose of levelling the ground as well as setting up employment opportunities. Accordingly, the goods and services were sourced by the public institutions preferentially

from groups who were originally deprived due to existence of cut-throat competition from other sector of the economy (Thairu & Chirchir, 2016).

1.1.2 Preference and Reservation Procurement Policy in Professional Bodies in Kenya

To give the effect of overriding socio-economic requirements of the country, the Public Procurement and Disposal (Preference and Reservations) Regulations 2011 was gazette in the legal notice number 58. These regulations provide a framework for the implementation of preferential procurements in Kenya's public procurement. The preference regulations allow government entities conducting procurement processes to allocate procurement opportunities to special groups i.e. youth, women and persons with disability (PPOA, 2014).

Special groups in Kenya for instance the youth, women and people with disabilities are facing numerous challenges which include but not limited to unemployment; limited access to information, finance, skills and business development services; limited access to affordable credit facilities; ineffective commercial links between suppliers and buyers; and exclusion in decision-making processes (Ministry of Finance Kenya, 2016). Article 55 of the Constitution of Kenya provides that the State shall take measures, including affirmative action programmes, to ensure that the youth, women and people with disabilities access relevant education and training; have opportunities to associate, be represented and participate in political, social, economic and other spheres of life. The government of Kenya in furtherance to the constitutional provisions launched the Youth Access to Government Procurement Opportunities (YAGPO) which was aimed at creating awareness amongst the youth and the general public on the opportunities available in public procurement (GoK, 2014).

The policy on preference and reservation in public procurements helps to solve most of the economic and societal challenges facing the country. The special groups involvement in public procurement borne from the preference policy is expected to be the highest amongst the special groups provided for in the policy given that they form a higher

segment of the Kenya population. It is thus of great interest to see the impact of this policy to the special groups (Thairu & Chirchir, 2016).

1 1.3 Professional Associations in Kenya

A professional association, also called a professional body, professional organization, or professional society is a non-profit organization seeking to further a particular profession, the interests of individuals engaged in that profession, and the public interest. The roles of these professional associations have been variously defined: A group of people in a learned occupation who are entrusted with maintaining control or oversight of the legitimate practice of the occupation; also a body acting to safeguard the public interest; organizations which represent the interest of the professional practitioners, and so act to maintain their own privileged and powerful position as a controlling body (Turner, 2012).

Many professional bodies in Kenya are involved in the development and monitoring of professional educational programs, and the updating of skills, and thus perform professional certification to indicate that a person possesses qualifications in the subject area. Sometimes membership of a professional body is synonymous with certification, though not always. Membership of a professional body, as a legal requirement, can in some professions form the primary formal basis for gaining entry to and setting up practice within the profession. Many professional bodies also act as learned societies for the academic disciplines underlying their professions.

1.2 Statement of the Problem

There are many youth, women and persons with disabilities competing for government procurement opportunities to little success. This is because most procuring entities are mainstreaming the legal requirement of reservations at a very slow pace as evidenced by low levels of reporting compliance on the preference and reservation schemes. According to Transparency international (2013), in Kenya special groups (women, youth and people living with disabilities) constitute of over 85% of the entire population yet they contribute to less than 10% of public procurement involvement thus it hampers economic growth and achievement of vision 2030. The Preference and Reservation

Procurement policy requires that thirty percent (30%) of all Public Procurement budgets be reserved for special groups.

However, the PPRA, Financial Year 2015-2016 report indicated that Government failed in its promise to reserve tenders for the groups. The National Government reserved KES.22.6 Billion out of a procurement budget of KES.104.2 billion; County Government KES.6.2 billion out of a budget of KES.28.9 billion. Cumulatively, the two levels of Government reserved a total of KES.28.8 billion representing 21.6% of the annual procurement budget of KES.133.1 billion, short of the 30% required under the law (Auditor General Report, 2017). Similarly, in Financial Year 2016-2017, the National and County Government reserved a total of KES.37 Billion representing 18.71% of the total annual procurement budget of KES.208 Billion for special groups in six months to December 2016, which was less than the legal cap of 30% (PPRA, 2017). While the legislation makes allowances for preferences to certain classes of suppliers, these stipulations are rarely applied. This is a challenge to vision 2030 given the important role of the youth and women to the contribution of the economy.

This lack of compliance triggered this study to find out what causes challenges in implementation of the reservations policy given the importance of the groups to the economy considering they constitute over 85% of the population. This study was hence motivated to establish the determinants of implementation of preference and reservation procurement policy among the professional regulatory bodies in Kenya. The study was also motivated by existing knowledge gaps in previous studies on the theme. Studies have focused on implementation of procurement legislations for instance Mburu (2012) focused on implementation of procurement legislations at Kajiado North district, Otieno (2015) focused on the factors affecting implementation of public procurement reforms in County Governments in Kenya and Hassan (2012) focused on NSSF. However, there is little focus on implementation of procurement preference policy. With statistics indicating that special groups contribute to less than 10% of public procurement involvement (TI, 2013) and with this knowledge gap, the study was timely especially in a period where the Kenyan government is in the fore front of fighting malpractices and corruption which arises mainly through procurement.

1.3 Research Objectives

The main objective was to establish the determinants of implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. The following are the specific objectives:

i.   To establish the effect of information Communication and Technology (ICT) on implementation of preference and reservation policy in the professional regulatory bodies in Kenya

ii. To determine effect of procurement staff professionalism on implementation of preference and reservation policy in the professional regulatory bodies in Kenya

iii. To determine the effects of organizational culture on implementation of Preference and Reservation policy in the professional regulatory bodies in Kenya

iv. To establish the effect of legislative framework on implementation of preference and reservation policy in the professional regulatory bodies in Kenya

1.4 Research Questions

i.   Does information Communication and Technology (ICT) affect implementation of preference and reservation policy in the professional regulatory bodies in Kenya?

ii. What is the effect of procurement staff professionalism on implementation of preference and reservation policy in the professional regulatory bodies in Kenya?

iii. What is the effect of organizational culture on implementation of Preference and Reservation policy in the professional regulatory bodies in Kenya?

iv. How does legislative framework affect implementation of preference and reservation policy in the professional regulatory bodies in Kenya?

1.5 Scope of the Study

The study focused on establishing the determinants of implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. Specifically, it examinedinformation Communication and Technology (ICT), procurement staff professionalism, organizational culture and legislative framework. The target population comprised of all the 29 professional societies operating in Kenya. These are professional societies that are members of the Association of Professional Societies in East Africa (APSEA) whose members consist of the regulated professions in Kenya. A census was conducted on all the 29 professional bodies.

1.6 Significance of the Study

Public procurement especially with the new public procurement regulation which obligate all public sectors to reserve 30% procurement of goods and services to special groups such as youths, women and people with disability has attracted public attention (TI, 2013). This study therefore provides the necessary analysis of the problems which public sector faces in implementing these regulations. The findings of the study are vital to various stakeholders in the public sector such as policy makers in the government. The findings of the study are of benefit to the government ministries in streamlining procurement to enable greater achievement of the government policies on procurement. By finding out the main determinants of successful implementation of this policy, the study offers policy recommendations for improvement.

The findings are also beneficial to scholars as they address issues they come across in their scholarly work and form a reference. This may equip them with information on implementation of public procurement preference policy and provoke further studies. With a focus on only four determinants, this study may be an insight for other future studies to establish other determinants of adherence to public policy.

CHAPTER TWO:LITERATURE REVIEW

2.1Introduction

This chapter presents literature review in line with the theme of the study which is determinants of implementation of preference and reservation procurement policy among the professional regulatory bodies in Kenya. The conceptual frame work is also discussed. A critique of the reviewed literature aides in identification of knowledge gaps.

2.2. Theoretical Review

A theoretical framework guides research in terms of establishing the links between the theories and the independent variables (Saunders, Lewis & Thornhill, 2009). The theories underpin the theme of the study regarding determinants of implementation of preference and reservation procurement policy among the professional regulatory bodies.The theoretical framework informing the theme of the study comprised of the following theories: Institutional Theory, Public Interest Theories of Regulationand Social–Economic Theory.

2.2.1 Institutional Theory

It was proposed by DiMaggio and Powell (1983). The theory plays a significant role in explaining how the organizations align to the environment. An organization is supposed to align to external forces, values from the society, requirements as well as regulations from the government (Scott, 2005). Adherence to the laws of the land for instance the procurement regulations is supported by the theory.

The theory indicates that the environment can be described as regulatory structures, courts, laws of the land, lobby groups, societal values among others. For an organization to be able to adapt and perform well there is a need to adapt to these factors (Scott, 2005). This environment influences how an organization is organized and determines development of its formal structures (Meyer & Rowan, 1991;DiMaggio & Powell, 1983).

Kaufman (2011) argued that through adherence to the external rues, an organization develops its practices in such a line. In this line, adherence to the procurement regulations should be envisaged in the organizational structure and practices. This theory emphasizes the need for legislative structures to ensure special interest groups are incorporated into the process of public procurement. This theory informs the relationship between legislative framework and implementation of preference and reservation procurement policies. The theory enables our understanding on how the elements of access to government procurement opportunity are established and adapted as well as and how they fall into decline and disuse, for instance due to ethical issues or lack of supportive elements such as finances, enabling environment and communication means.

2.2.2 Public Interest Theories of Regulation

The theory was developed by Arrow (1985). The theory generally describes the allocation of the scarce public resources. Since the resources are few and the demand is high, there need to be a framework in place to facilitate it and that is where the theory comes in. It argues that to achieve efficiency, there is a need for formulation of regulations to govern sharing of resources (Thairu & Chirchir, 2016). The theory indicates that government regulation plays a significant role in achieving efficicency through elimination of imperfect competition in the market (Thairu *et.al* 2016).Through regulation, a market can be facilitated well and maintained. Respect of contracts can also be well organized and followed thus reducing the transaction costs (Schepker, Oh, Martynov & Poppo, 2014;Schepker, *et.al* 2014).

Public interest theories is relevant to this study in explaining the role of regulation in ensuring equitable allocation of public resources. To eliminate the imperfect market information and ensure that public resources are well shared, for instance the contracts, and budgetary allocation, the government has the procurement legislations which govern the process. Public interest theories of regulation therefore underpin the role of legislative framework on implementation of preference and reservation policy.

2.2.3 Social–Economic Theory

Sutinen and Kuperan (1999) proposed the theory to explain how individuals can influence each other to adhere to a set of standards either in an organization or in the government. Therefore, the theory argues that the culture, of people is very significant in achieving adherence to set rules and norms (Lisa, 2010). Social–Economic Theory focuses on the link and relations between an entity and the society, provides a sufficient and superior lens for understanding public procurement system (Tukamuhabwa, 2012). The rules and regulations established by the government to guide procurement procedures and conduct of procurement professionals acts an antecedent for individuals to comply with the standards established (Tukamuhabwa, 2012).

This theory emphasizes that observing the procurement regulations narrows down to how he procurement professionals relate and what they have learnt from other people and the society as well as what the societal demands on adherence are. The theory therefore argues that organizational culture is very important in explaining conformity to a set of norms and rues in the society. This theory therefore aided in understanding the relevance of implementation of preference and reservation procurement policies.

2.3 Empirical Review

This section discusses past studies relevant to the specific objectives of the study. The section reviews past literature on determinants of implementation of preference and reservation procurement policy among the professional regulatory bodies. The study examined how past studies have explored the various determinants of implementation of preference and reservation procurement policy among the professional regulatory bodies. The review of similar studies is used along with empirical data collected (Ibrahim, Ghani, & Embat, 2013). The review was conducted for the four research variables.

2.3.1 Information Communication and Technology (ICT) and Implementation of Preference and Reservations Policy

A study that was conducted by Owili (2013) on how transaction costs are affected by the implementation of e-procurement among the NGOs in Kenya concluded that there is correlation between the implementation of e-procurement and transaction costs. The

findings of the study indicated that NGOs which have implemented e-procurement have realized reduced costs for various procurement processes. In view of the research findings, the author encourages NGOs to adopt e-procurement to benefit from the reduced transaction costs. The study however focused on non-governmental organizations. This study seeks to expand the concept of procurement to the public sector. Kinuthia and Abdallah (2015) interrogated whether ICT adoption impacted procurement process and adopted primary data, inferential statistics as well as regressions. A positive effect was realized between the variables.

Ngure and Simba (2015) focused on what factors played a role in the youth accessing contracts. The study was conducted at Kenya Ports Authority and revealed that the process was affected by information, funding, tendering process and training on AGPO. The study concluded that an efficient tendering process would be facilitated through use of ICT system and web-based procurement processes this would promote greater implementation. The study is similar in concept to the current study. However, there is a methodological difference since it embraced a case study design of Kenya Ports Authority. This study on the other hand, conducts a survey of all the professional bodies and not a case study. A survey has been found to be more comprehensive than a case study.

2.3.2 Procurement Staff Professionalism and Implementation of Preference and Reservations Policy

Kotoka (2012) conducted a study which sought to assess compliance with the Public procurement legislations in Ghana. The study used questionnaires to collect primary data from employees of public entities and after regression analysis, it was realized that the main determinant of poor procurement practices in Public Entities in Ashanti Region of Ghana was lack of appropriate professionals. The study presents a contextual knowledge gap since the focus was on public entities in Ghana. The findings cannot be generalized to Kenyan setting and hence a need to conduct a study in Kenya.

Another local study that was conducted by Onyinkwa (2014) in Kisii county using descriptive research design concluded that professional ethical values was among the most important determinants of implementing procurement regulations. Apart from the

13

study focusing on procurement regulations in general, it also focused on secondary schools which deviates from the focus of this study that looks at specifically, the preference and reservations policy among professional bodies. There is a contextual knowledge gap. On the other hand, the study by Ngugi and Mugo, (2012) purely interrogated the organizational factors that impacted on procurement process among the government ministries and realized that accountability, ICT adoption and ethics were very important factors.

2.3.3 Organizational Culture and Implementation of Preference and Reservations Policy

A study that was conducted by Kibet and Metto (2016) to interrogate the effect of organizational culture on adhering to procurement regulations. The targeted populations who were interviewed include the top management, middle level management and lower level management. The study employed a census of the population making a sample of 80 respondents. Questionnaires were used as research tools for the study. The data was analyzed using regression models and presented in tables. The results of the study showed that culture determines the work climate that influences public procurement processes, contributes to the procedures of implementation of procurement plans, promotes policies and harmony as well as accountability in the procurement systems. Accordingly, the study established a significant relationship between Organizational Culture and implementation of public procurement strategic plans. The study presents a conceptual knowledge gap since the focus was on organizational culture only. This study further looks at not just organizational culture, but also staff professionalism, ICT and legislative framework. Furthermore, the focus of the study was Uasin-Gishu County while this study focuses on professional bodies. Kiama, (2014) on the other hand focused on SACCOS and established the organizational factors that were useful in implementation of the procurement policies. The findings revealed that the culture of the organization was not only important, but also very critical if the procurement procedures were to be adhered to.

Another local study that was carried out by Mutinda and Paul (2016) sought to establish the determinants of public procurement procedures implementation in universities in

Kiambu County. The study noted that Procurement in Kenyan public universities has been recognized as essential inservice delivery. The major obstacle, however, has been inadequate regulatory compliance. The study's sought to examine the effect of strategic planning, organizational culture, staff competence and top management support on implementation of public procurement procedures and to assess the effect of organizational culture on implementation of public procurement procedures by public universities. The study was grounded on Rational Model of Decision Making and Resource Dependence Theory. The study used descriptive survey design and sampled 21 participants. The study found out that strategic planning, staff competence, support from top management and organizational culture plays an important role in enhancing implementation of procurement procedures in public universities. The study presents a contextual knowledge gap since it focuses public universities while this study focuses on professional bodies. Furthermore, the study did not specifically look at preference and reservation policy but looked at procurement legislations in general.

2.3.4 Legislative Framework and Implementation of Preference and Reservations Policy

Achuora,Arasa and Ochriri (2010) focused which factors affect procurement audits in CDF projects. The study used primary data from closed questions and established that the available legal framework was key in ensuring that procurement audits of the CDF projects were successful. The study focused on procurement audits of CDF projects while this study focused on professional bodies. Another study by Mahmood (2010) focused on Bangladesh public sector and interrogated the link between procurement and corruption in the public sector. It was established that no clear procurement regulation exist and that is why there was a problem of adherence. The study presented a contextual knowledge gap since it focused on Bangladesh. The findings can therefore not be generalized to Kenya, hence a need to conduct this study.

Thairu and Chirchir (2016) analyzed the implementation of preference and reservations policy in public procurements by state owned enterprises in Kenya. It was revealed that there is negative significant effects of institutional challenges on implementation. The study presented conceptual knowledge gaps since it focused on institutional factors only.

This study not only looks at institutional factors but also considers external factors such as legal and regulatory framework.

2.4 Conceptual Framework

Conceptual schemes designate and or even proscribe, what constitute the characteristics of the research questions and facts (Perkowitz& Etzioni, 2000). The diagrammatic representation of the study variables is as indicated in Figure 2.1.

```
┌─────────────────────────────────┐
│ Information Communication and   │
│ Technology (ICT)                │
│  • Information Dissemination    │
│  • Accessibility to Information │
│  • Compatibility of ICT         │
│    Infrastructure               │
└─────────────────────────────────┘

┌─────────────────────────────────┐          ┌─────────────────────────────────┐
│ Procurement Staff professionalism│          │ Level of success in Implementation of│
│  • Professional competency      │          │ Preference and Reservation      │
│  • Skills                       │          │ Procurement Policy              │
│  • Maintenance of integrity     │          │  • Budgetary Allocations        │
└─────────────────────────────────┘          │  • Frequency of review of       │
                                              │    adherence to the policy      │
┌─────────────────────────────────┐          │  • Supplier appraisal           │
│ Organizational Culture          │          └─────────────────────────────────┘
│  • Organizational Structure     │
│  • Ethical Values               │
│  • Bureaucracy                  │
└─────────────────────────────────┘

┌─────────────────────────────────┐
│ Legislative Framework           │
│  • Legal Environment            │
│  • Internal Procedures          │
│  • International Best Practice   │
└─────────────────────────────────┘
```

Independent Variables   **Dependent variable**

Figure 2.1 Conceptual Framework

2.5 Operationalization of the Study Variables

Table 2.1 Operationalization of the Study Variables

Variable	Type	Measurement	Measurement Scale Type	Scale
Information Communication and Technology	Independent Variable	• Information Dissemination • Accessibility to Information • Compatibility of ICT Infrastructure	• Ordinal Scale	Likert Scale
Procurement Staff Professionalism	Independent Variable	• Professional competency • Skills • Maintenance of integrity	• Ordinal Scale	Likert Scale
Organizational Culture	Independent Variable	• Organizational Structure • Ethical Values • Bureaucracy	• Ordinal Scale	Likert Scale
Legislative Framework	Independent Variable	• Legal Environment • Internal Procedures • International Best Practice	• Ordinal Scale	Likert Scale
Level of success in Implementation of Preference and Reservation Procurement Policy	Dependent Variable	• Budgetary Allocations • Frequency of review of adherence to the policy • Supplier appraisal	• Ordinal Scale	Likert Scale

2.6 Research Gaps

The review of existing and relevant literature on implementation of determinants of implementation of preference and reservation procurement policy point to several

research gaps that the study attempted to address. For instance, the study by Thairu and Chirchir (2016) did not focus on the same variables as the current study that seeks to establish whether information Communication and Technology, procurement staff professionalism, organizational culture and legislative framework influence implementation of preference and reservations policy. Another study by Mahmood (2010) focused on Bangladesh which is a different context from the current study. These studies have therefore adopted a different conceptual orientation from the current study leading to a conceptual research gap. Further, the studies by Kiama, (2014) was on SACCO societies in Kenya, Mutinda and Paul (2016) focused on universities in Kiambu County and Achuora *et.al* (2010) interrogated the constituency development funds (CDF) thus presenting knowledge gaps.

CHAPTER THREE:RESEARCH METHODOLOGY

3.1 Introduction

It can be construed as all the ways of obtaining, organizing and analyzing data (Connelly, 2008). This chapter discusses the methods that were used for the analysis and collection of data to address the research questions. It provides an extensive explanation of the research design, sampling techniques and methods that were used in data collection; and

description of how data was collected from the research and analyzed. Quantitative research methods were used in carrying out this research**.**

3.2 Research Design

It brings all of the factors in a research project together (Connelly, 2008). In order to address research questions, a research design is used showing how all the elements of the research work. The study used a descriptive survey which can be able to answer the research questions which were asked in form of ``wh'' (Connelly, 2008). The main reason for adopting this design was because it supports the use of questionnaires and establishes a cause effect relationship.

3.3Target Population

A population comprises of the units where a sample can be obtained from (Kothari, 2004). In this research, the target population comprisedof 116 managers sampled from the 29 professional societies operating in Kenya (APSEA, 2018). The departments were ICT department, Human Resource department, procurement department and finance department. The choice of the managers wasjustified on the basis that they are responsible for formulation and implementation of preference and reservation procurement policy in these bodies. The unit of analysis was29 professional societies operating in Kenya while the unit of observation comprised of 116 managersfrom the departments stated above. The summary of the target population is presented in Table 3.1.

Table 3.1 Target Population

Department	Population
ICT Department	29
Human Resource Department	29
Procurement Department	29
Finance Department	29

Total	116

Source:Professional Bodies, Human Resource Reports (2018)

3.4 Sample and Sampling Technique

Etikan, Musa and Alkassim (2016), defined it as a smaller unit from the main population. All the managers were eligible for inclusion hence the study adopted a census approach where no sampling was conducted. The census approach was used because the sample size was not big enough for sampling (Mugenda, 2008). Mugenda (2008) states that when the target population is small (less than 200), there is no need of sampling if time and resources allow and this increases reliability. Furthermore, there is a need to have an in-depth opinion from each of the respondents and to achieve that, a census is suitable. The use of a census is also justified on the argument by Allre and Ross-Davis (2011) that a census approach can be adopted for a population less than 200.

3.5 Data Collection Instruments and Data Collection Procedure

Data collection means the process of gathering data for a research (Kothari, 2004). A questionnaire was more suitable for this study as the instrument of collecting data. It was structured in a likert form to capture quantitative data (Kothari, 2004). A pilot was done before administration of the questionnaires. After getting permission from the university, through a letter, it was dropped and picked. Two weeks was the duration of the process after which the questionnaires were recollected and analyzed. The method works best when the respondents are busy with tight schedules.

3.6 Reliability and Validity of Research Instrument

A pretest was critical to indicate whether the questionnaire was valid and reliable. Reliability was done to ensure consistency and validity was done to ensure meaningfulness of the data (Frew, Martin, Nijsten & Murrell, 2009). Pre-testing enabled the study to correct and improve the research instruments thus performance of data collection. To enhance reliability of research instruments, a pilot test on 5% (4 respondents from one organization) of the population frame who qualifies was used. These respondents were not included in the final survey (Frew, *et.al*, 2009).

Reliability ensures that there is consistency in trials (Cronbach, 1951). The best threshold to determine reliability is the Cronbach Alpha value of 0.7 which is acceptable by (Cronbach, 1951). This is what the study adopted. On the other hand, validity ensured that the questionnaires were free from errors and not vague (Mugenda & Mugenda, 2012). Content validity was ensured based on the opinions and corrections by the supervisor. Construct validity was established through confirmatory factor analysis. Before quantitative analysis, component factor analysis (CFA) was done as data reduction method to manageable levels. All factor loading of less than 0.4 were eliminated (Cooper & Schindler, 2006). To ascertain whether factor analysis was necessary two tests were carried out Kaiser- Meyer Oklin (KMO) and Bartlett's test of sphericity. The Kaiser Meyer Oklin test was used to measure appropriateness of factor analysis. High values (0.5 to 1) indicated that factor analysis is appropriate. If KMO will be more than 0.5 and Bartlett's value is less than 0.5 then factor analysis is necessary.

3.7 Data Analysis and Presentation

Data analysis is the process of organizing the data collected in order to come up with results that can be interpreted by the researcher (Bryman & Bell, 2015). They consider data analysis as a rigorous process comprising relationship of the researcher with the participants and data collected. This is important since raw data is not easily interpreted. Quantitative data was processed to descriptive statistics like mean and frequency. Inferential analysis like correlation and regression was also used. The study used SPSS version 21 tool. The following multivariate regression was adopted;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y = Implementation of Preference and Reservation Procurement Policy

X_1 = Information Communication and Technology (ICT)

X_2 = Procurement Staff professionalism

X_3 = Organizational Culture

X_4 = Legislative Framework

ε = Error term

A= regression constant

β= coefficient of independent variables (unknown parameters to be determined)

3.8 Diagnostic Tests

The regression analysis using the ordinary least square (OLS) model was assumed for this study. However, before its use, the data needed to be examined to ascertain whether it satisfied the assumptions of the model. The study hence conducted diagnostic tests to ensure that the assumptions of ordinary least square are satisfied before conducting a multiple linear regression analysis and testing the hypothesis. The tests are as follows; normality test, linearity test and multicollinearity.

3.8.1 Normality Test

A normal distribution is not skewed and is defined to have a coefficient of kurtosis of three or less. In order to assess likelihood that the data set is normally distributed, Kolmogorov-Smirnov (K-S) Test was performed. According to Ghasemi and Zahediasl (2012), K-S test is the most commonly used normality test possibly because of disadvantages of other tests and that it can easily be examined using SPSS.

3.8.2 Linearity Test

Linearity means that two variables are having a linearrelationship exhibited in a straight line. Since an ordinary least square regression model assumes that there isa linear relationship between variables, there was a need to test for linearity before using the OLS model. To do so, the data presented in a scatter plot and a line fitted. An oval indicates a linear relationship. This was the graphical method of testing for linearity adopted in the study.

3.8.3 Multicollinearity Test

Multicollinearity means that the independent variables are highly correlated to each other to the extent that it inflates the standard errors in the regression (Ongore, 2008). The

study used a correlation matrix to determine the presence of Multicollinearity among the independent variables before running the regression model. A Pearson correlation value greater than 0.8 indicates presence of Multicollinearity (Ongore, 2008). The study further used Variance Inflation Factor (VIF) which was applied using the threshold of 10 for severe multicollinearity. In general, the typical acceptable values are VIF less than 5 and tolerance values (1 / VIF) values greater than 0.2.

3.8.4 Homoscedasticity Test

Homogeneity means that the variance of the error term between the dependent variable and each of the independent variables is constant. Itmeans that the dependent variable has even variation with the independent variables (Garson, 2012). Lack of eaqual variability affects the results of the regression model. The Breusch-Pagan test developed by Breusch and Pagan (1979) was used to test for homogeneity in a linear regression model.

3.8.5 Goodness of Fit

The goodness of fit of the multiple linear relationships between the dependent variable and all the independent variables will be tested using the F-test (ANOVA test) by computing the F calculated and comparing it with the F critical. F calculated will be obtained using the following formula below:

$$F\ cal = \frac{\frac{RSS1 - RSS2}{p2 - p1}}{\frac{RSS2}{n - p2 - 1}}$$

Where RSS_1 is the residual sum of squares of model. The model is said to be fit / significant if the F calculated from the data is greater than the critical value of the F-distribution for some desired false-rejection probability (like 0.05).

23

CHAPTER FOUR:RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the quantitative data analyzed by use of descriptive and inferential statistics and the findings of qualitative data. The chapter contains response rate, general information of the respondents, descriptive statistics and inferential statistics. The study findings were presented as per the objectives of the study which were: to establish the effect of information Communication and Technology (ICT), staff professionalism, organizational culture and legislative framework on implementation of preference and reservation policy in the professional regulatory bodies in Kenya.

4.2 Response Rate

In order to obtain the required data, 116 questionnaires were administered to the study respondents. As indicated in Figure 4.1, the questionnaires that were completed and

returned were 94. This signified a general response rate of 81.0%. This was in line with Orodho (2009) that a response rate above 50% contributes towards gathering of sufficient data that could be generalized to represent the opinions of respondents about the study problem in the target population. The high response rate facilitated gathering of sufficient data that could be generalized to determine the determinants of implementation of preference and reservation procurement policy among professional regulatory bodies in Kenya.
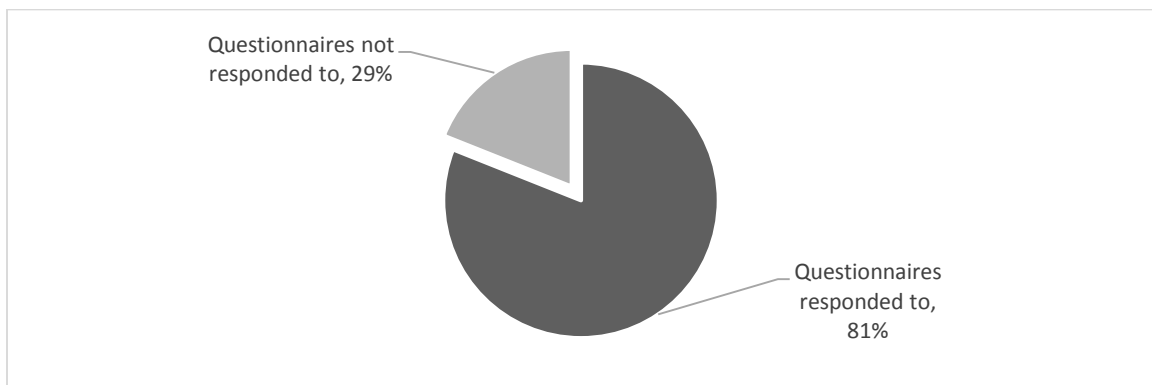
**Figure 4.1: Response Rate**

4.3 Demographic Characteristics

The study sought to establish the characteristics of the study respondents in terms of their age, highest level of education, their working experience in the professional body and the department in the professional body. The section therefore presents the results of these characteristics that are presented in the following sections.

4.3.1 Respondent Age

The study purposed to examine the age of the respondents of the study. As indicated in Figure 4.2, the results of the study showed that majority of the study respondents, 51.1%, were aged between 40-50 years followed by 26.6% of the respondents were aged between 30-40 years. Only 5.3% of the study respondent were aged below 30 years. The implication of the results is that there was fair representation of all age groups in the study.
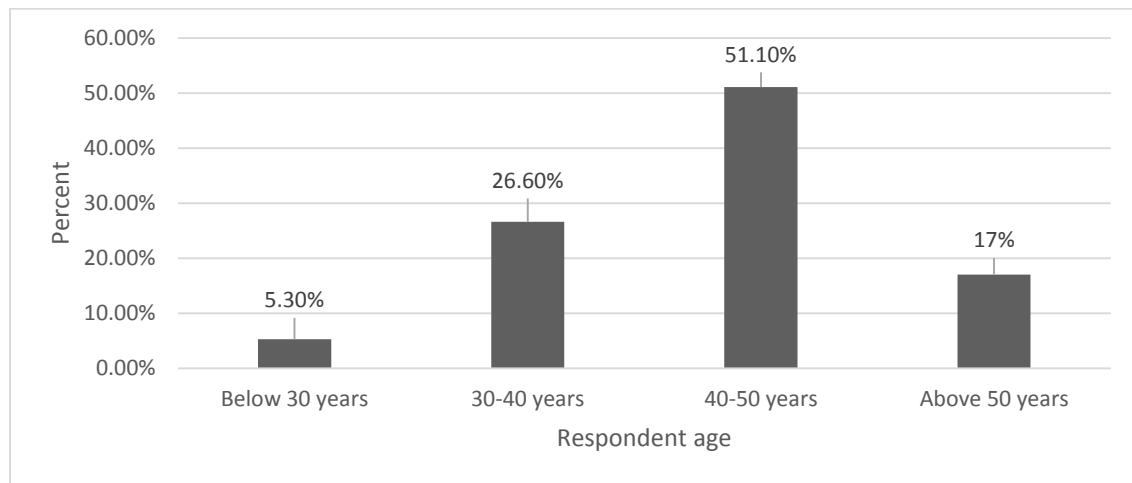
Figure 4.2: Respondent Age

4.3.2 Respondent Highest Level of Education

The study also purposed to examine the highest level of education of the respondents of the study. As indicated in Figure 4.3, the results of the study showed that majority of the study respondents, 56.4%, had undergraduate academic qualifications followed by 21.3% of the respondents were postgraduates. Only 8.5% of the managers had certificate academic qualifications. This implies that majority of the respondents had adequate level of academic qualification and were therefore reliable in providing accurate information for the study. This is in accordance with the argument by Baruch and Holtom (2008) that high education level enhances response rate and reliability of the information provided.
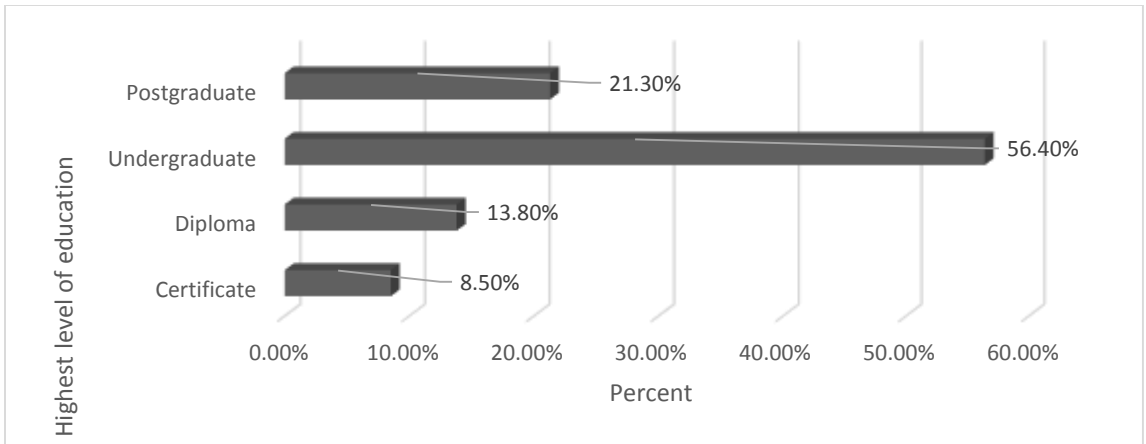
Figure 4.3: Highest Level of Education

4.3.3 Respondent Working Experience

The study further examined the working experience of the respondentin the professional regulatory body. As indicated in Figure 4.4, the results of the study showed that majority of the study respondents, 52.1%, had a working experience of between 2-10 years, 22.3% had a working experience of 11-20 years with a further 5.3% of the respondents having a working experience of above 20 years. The results imply that majority of the respondents had worked in the professional regulatory body long enough and were therefore conversant with the procurement practices in the organization. This also implies that they respondents provided reliable information as far as implementation of preference and reservation policy is concerned.
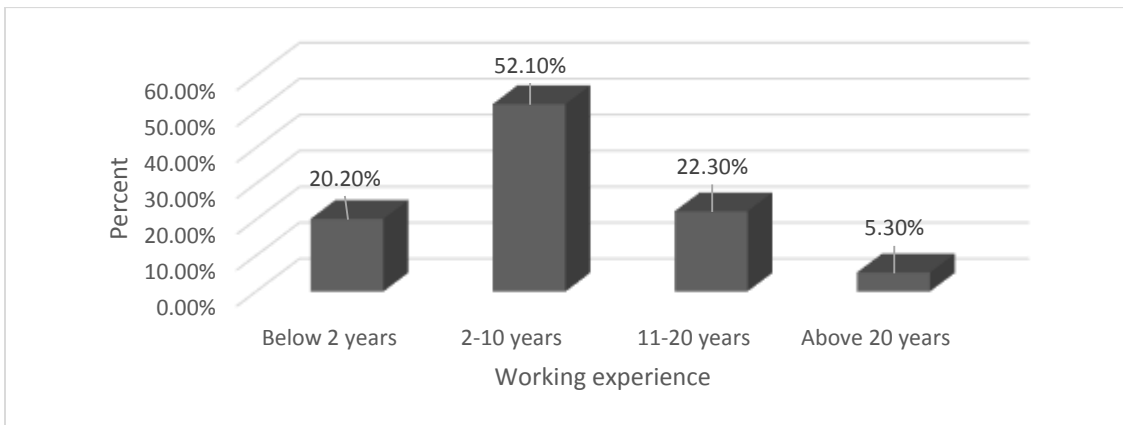
**Figure 4.4: Respondent Working Experience**

4.3.4 Respondent Department

The study further examined the department of the respondent in the professional regulatory body. As indicated in Figure 4.5, the results of the study showed that majority of the study respondents, 31.9%, were from procurement department, 26.6% of the respondents were from human resource department, 23.4% were from ICT and 18.1% from finance. This implies fair representation of all departments during the study for the purpose of collecting relevant information.
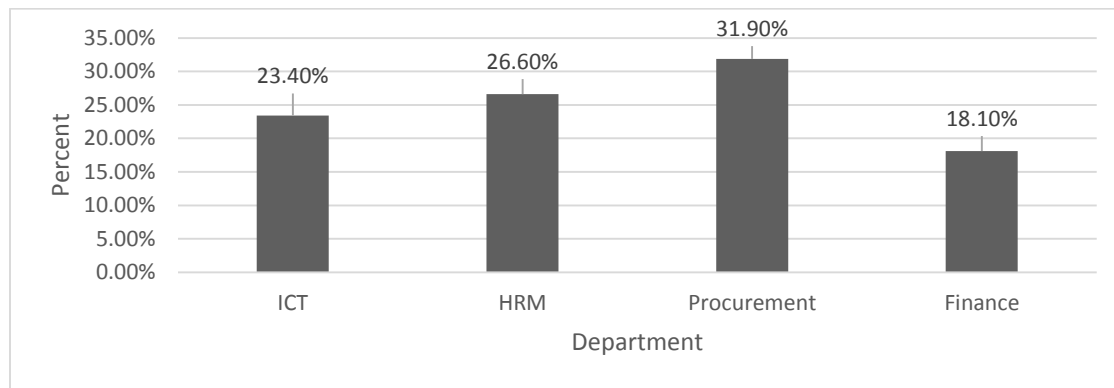
Figure 4.5: Respondent Department

4.4 Descriptive Findings and Analysis

The study used mean as well as standard deviation descriptive statistics to capture the responses based on the various indicators of study variables on a Likert scale of 1-5 (5= Very Large Extent; 4 =Large Extent; 3= Moderate Extent; 2= Low Extent and 1= Very Low Extent). This section therefore presents the average responses on each of the variables whereas the standard deviation indicates the magnitude of variations in the responses.

4.4.1: Information Communication and Technology (ICT)

The study tested the relationship between Information Communication and Technology and implementation of reservations and preference policy in the professional regulatory bodies in Kenya. Respondents rated various statements on Information Communication and Technology based on the rating of 1-5 (5= Very Large Extent; 4 =Large Extent; 3= Moderate Extent; 2= Low Extent and 1= Very Low Extent). Majority of the respondents, 38.3% and mean 4.06, indicated that cost of setting up the ICT platform influences

adoption of ICT to facilitate implementation of preference and reservation policy among professional regulatory bodies in Kenya to a very large extent. The standard deviation of 0.89 implies low variation in responses towards this statement.

Majority of the respondents, 58.5% and mean 4.53, also indicated that compatibility of ICT infrastructure influences adoption of ICT to facilitate implementation of preference and reservation policy to a very large extent. Only 5.3% of the indicated that compatibility of ICT infrastructure influenced adoption of ICT to facilitate implementation of preference and reservation policy to a moderate extent with none of the respondents indicating low extent. Standard deviation value of 0.60 also points at low variation in the responses provided on this statement. The results further showed that majority of the respondents, 72.3% and mean 4.69, indicated that availability of information on IT platforms influenced adoption of ICT to facilitate implementation of preference and reservation policy in the professional regulatory bodies in Kenya to a very great extent. Only 3.2% of the respondents indicated moderate extent.

Moreover, majority of the respondents, 37.2% and mean 3.48, indicated that accessibility of information using online platforms influenced adoption of ICT to facilitate implementation of preference and reservation policy to a very large extent. Standard deviation value of 1.48 also points at low variation in the responses provided on this statement. On the same note, majority of the respondents, 33% and mean 3.68%, indicated that cost of managing the ICT platforms influenced adoption of ICT to facilitate implementation of preference and reservation policy to a large extent. The standard deviation of 1.15 implies low variation in responses towards this statement.On average, the mean of 4.03, indicated that ICT influenced implementation of preference and reservation policy in the professional regulatory bodies in Kenya. The results of the study are consistent with the argument by argument by Owili (2013) that organizations which have implemented e-procurement have realized reduced costs for various procurement processes. The average responses are as shown on Table 4.1.

Table 4.1: Information Communication and Technology

Statement	1	2	3	4	5	Mean	Std Dev
Cost of setting up the ICT platform	0.00%	4.30%	23.40%	34.00%	38.30%	4.06	0.89
Compatibility of ICT infrastructure	0.00%	0.00%	5.30%	36.20%	58.50%	4.53	0.60
Availability of information on IT platforms	0.00%	0.00%	3.20%	24.50%	72.30%	4.69	0.53
Accessibility of information using online platforms	19.10%	1.10%	29.80%	12.80%	37.20%	3.48	1.48
Cost of managing the ICT platforms	6.40%	7.40%	25.50%	33.00%	27.70%	3.68	1.15
Use of emails for procurement activities	11.70%	2.10%	23.40%	24.50%	38.30%	3.76	1.31
Average						**4.03**	**0.99**

The study also established the frequency of availing published procurement opportunities and award to disadvantaged groups by the professional regulatory bodies in Kenya. As presented in Table 4.2, majority of the respondents, 40.43%, indicated that the professional regulatory bodiesavail published procurement opportunities and award to disadvantaged groups biannually followed by 32.98% who indicated quarterly. Only 4.26% of the respondents indicated that the professional regulatory body does not avail published procurement opportunities and award to disadvantaged groups. The results imply that majority of the professional regulatory bodies in Kenya avail published procurement opportunities and award to disadvantaged groups which is in accordance with Kenyan constitutional requirements on provision of procurement information to disadvantaged groups.

Table 4.2: Frequency ofavailing published procurement opportunities and award to disadvantaged groups

Regularity of availing published procurement opportunities and award	Frequency	Percent
Never	4	4.26
Monthly	13	13.83
Quarterly	31	32.98
Biannually	38	40.43
Annually	8	8.51
Total	**94**	**100**

4.4.2: Procurement Staff Professionalism

The study also purposed to test the relationship between Procurement Staff Professionalism and implementation of reservations and preference policy in the professional regulatory bodies in Kenya. Respondents rated various statements on Procurement Staff Professionalism based on the rating of 1-5 (5= Very Large Extent; 4 =Large Extent; 3= Moderate Extent; 2= Low Extent and 1= Very Low Extent). Majority of the respondents, 67% and mean 4.45, indicated that professional competency influenced implementation of procurement preference and reservation policy in the professional regulatory bodies in Kenya to a very large extent followed by 14.9% of the respondents indicated large extent. Only 2.1% of the respondents indicated that professional competency influenced implementation of procurement preference and reservation policy in the professional regulatory bodies in Kenya to a large extent. The standard deviation value of 0.91 implies low variation of the responses to this statement.

Majority of the respondents, 84% and mean 4.81, indicated that procurement staff skills influenced implementation of procurement preference and reservation policy in the professional regulatory bodies in Kenya to a large extent followed by 12.8% of the respondent who indicated large extent. A standard deviation value of 0.47 denotes low variation of the responses towards this statement.The results of the study also showed that majority of the respondents, 46.8% and mean 3.67, indicated that procurement staff integrity influenced implementation of procurement preference and reservation policy in

the professional regulatory bodies in Kenya to a large extent supported by 10.6% of the respondent who indicated large extent. On the same note, majority of the respondents, 41.5% and mean 3.66%, procurement staff code of conduct influenced implementation of procurement preference and reservation policy in the professional regulatory bodies in Kenya to a large extent.

Finally, majority of the respondents, 68.1% and mean 3.88, indicated that procurement staff knowledge on procurement regulation influenced implementation of procurement preference and reservation policy in the professional regulatory bodies to a large extent.On average, the mean of 4.09 indicated that procurement staff professionalism affects implementation of reservations and preference policy in the professional regulatory bodies in Kenya. The results of the study are consistent with the findings of Kotoka (2012) that public procurement is faced with the challenge of creating procurement structures and recruiting appropriate personnel to manage procurement process which limits the scope for efficiency and value for money implying that appropriate procurement personnel improves procurement performance. The average responses are as shown on Table 4.3.

Table 4.3: Procurement Staff Professionalism

Statement	1	2	3	4	5	Mean	Std Dev
Professional competency	2.10%	0.00%	16.00%	14.90%	67.00%	4.45	0.91
Procurement staff skills	0.00%	0.00%	3.20%	12.80%	84.00%	4.81	0.47
Procurement staff integrity	14.90%	7.40%	20.20%	10.60%	46.80%	3.67	1.49
Procurement staff code of conduct	12.80%	4.30%	28.70%	12.80%	41.50%	3.66	1.39
Procurement staff knowledge on procurement regulation	3.20%	1.10%	13.80%	68.10%	13.80%	3.88	0.77
Average						**4.09**	**1.01**

The study also established the regularity of training top management staff on procurement legislation. As presented in Table 4.4, majority of the respondents, 44.68% indicated that the professional regulatory bodies train top management staff on procurement legislation annually followed by 29.79% of the respondents who indicated that the professional regulatory bodies train top management staff on procurement legislation biannually. This implies that professional regulatory bodies train top management staff on procurement legislation on a regular basis.

Table 4.4: Frequency of training top management staff on procurement legislation

Regularity of training top management staff on procurement legislation	Frequency	Percent
Biannually	28	29.79
Annually	42	44.68
After 3 years	18	19.15
After 5 years	6	6.38
Total	**94**	**100**

4.4.3: Organizational Culture

The study further tested the relationship between organizational culture and implementation of reservations and preference policy in the professional regulatory bodies in Kenya. Respondents rated various statements on organizational culture based on the rating of 1-5 (5= Very Large Extent; 4 =Large Extent; 3= Moderate Extent; 2= Low Extent and 1= Very Low Extent). Majority of the respondents, 38.3% and mean 3.67 indicated that organizational structure influenced implementation of procurement preference and reservation policy in the professional regulatory bodies to a very large extent. This is followed by 24.5% of the respondents who indicated that organizational structure influenced implementation of procurement preference and reservation policy in the professional regulatory bodies to a large extent. The standard deviation value of 1.4 denotes low variation in responses on this statement.

Majority of the respondents, 35.1% and mean 3.98, also indicated that ethical practice in the organization influenced implementation of procurement preference and reservation policy in the professional regulatory bodies to a very large extent. This is followed by 28.7 % of the respondents who indicated that ethical practice in the organization influenced implementation of procurement preference and reservation policy in the professional regulatory bodies to a large extent. Further, majority of the respondents, 51.1% and mean 4.49, indicated that top management support on implementation influenced implementation of procurement preference and reservation policy in the professional regulatory bodies to large extent. This is followed by 48.9% of the respondents who indicated that top management support on implementation influenced implementation of procurement preference and reservation policy in the professional regulatory bodies to a very large extent.

Finally, majority of the study respondents, 28.7% and mean 3.32, indicated that organizational systems of operation influenced implementation of procurement preference and reservation policy in the professional regulatory bodies to a very large extent followed 26.6% of the respondents who indicated that organizational systems of operation influenced implementation of procurement preference and reservation policy in the professional regulatory bodies to a low extent.On average, the mean of 4.03 indicated that various aspects of organizational culture affect implementation of reservations and preference policy in the professional regulatory bodies in Kenya. The results of the study are consistent with the argument byKibet and Metto (2016) that culture determines the work climate that influences public procurement processes, contributes to the procedures of implementation of procurement plans, promotes policies and harmony as well as accountability in the procurement system. The average responses are as shown on Table 4.5.

Table 4.5: Organizational Culture

Statement	1	2	3	4	5	Mean	Std Dev
Organizational structure	13.80%	6.40%	17.00%	24.50%	38.30%	3.67	1.40
Ethical practice in the organization	0.00%	1.10%	35.10%	28.70%	35.10%	3.98	0.87
Top management support on implementation	0.00%	0.00%	0.00%	51.10%	48.90%	4.49	0.50
Bureaucracy in the organization	0.00%	0.00%	3.20%	24.50%	72.30%	4.69	0.53
Organizational systems of operation	10.60%	26.60%	11.70%	22.30%	28.70%	3.32	1.41
Average						**4.03**	**0.94**

4.4.4: Legislative Framework

The study tested the relationship between legislative framework and implementation of reservations and preference policy in the professional regulatory bodies in Kenya. Respondents rated various statements on legislative framework based on the rating of 1-5 (5= Very Large Extent; 4=Large Extent; 3= Moderate Extent; 2= Low Extent and 1= Very Low Extent). From the results of the study, majority of the respondents, 46.8% and mean 4.18, indicated that adequacy of the guidelines provided in the legislative framework influenced implementation of procurement preference and reservation policy in the professional regulatory bodies to a very large extent. This was followed by 26.6% of the respondents who indicated that adequacy of the guidelines provided in the legislative framework influenced implementation of procurement preference and reservation policy in the professional regulatory bodies to a moderate extent.A standard deviation of 0.87 denotes low variation in the responses on the statement.

Further, majority of the respondents, 68.1% and mean 4.64, indicated that Cooperation form the overseeing body (PPOA) influenced implementation of procurement preference and reservation policy in the professional regulatory bodies to a very large extent

followed by 27.7% of the respondents who indicated that influenced implementation of procurement preference and reservation policy in the professional regulatory bodies to a large extent. Majority of the respondents, 58.5% and mean 4.18, indicated that harmonization of internal policies and the existing law influenced implementation of procurement preference and reservation policy in the professional regulatory bodies to a very large extent. This was followed by 25.5% of the respondents who indicated that harmonization of internal policies and the existing law influenced implementation of procurement preference and reservation policy in the professional regulatory bodies to a large extent.

Moreover, majority of the respondents, 62.8% and mean 4.49, indicated that harmonization of existing regulations and international best practices influenced implementation of procurement preference and reservation policy in the professional regulatory bodies to a very large extent. The mean of 3.96 also denotes that majority of respondents indicated that existing external legal environment influenced implementation of procurement preference and reservation policy in the professional regulatory bodies to a very large extent. A standard deviation of 1.02 denotes low variation in the responses on the statement. On average, the mean of 4.29 indicated that legislative framework affects implementation of reservations and preference policy in the professional regulatory bodies in Kenya. The results of the study are consistent with the argument of Achuora *et al.*(2010) that technical audit factors have greatest influence on effectiveness of public procurement audit and regulatory framework.The average responses are as shown on Table 4.6.

Table 4.6: Legislative Framework

Statement	1	2	3	4	5	Mean	Std Dev
Adequacy of the guidelines provided in the legislative	0.00%	1.10%	26.60%	25.50%	46.80%	4.18	0.87
Cooperation form the overseeing body (PPOA)	0.00%	0.00%	4.30%	27.70%	68.10%	4.64	0.57
Agreement between internal policies and the law	7.40%	1.10%	16.00%	17.00%	58.50%	4.18	1.20
Agreement between existing regulations and international best practices	3.20%	0.00%	4.30%	29.80%	62.80%	4.49	0.85
Existing external legal environment	5.30%	1.10%	18.10%	43.60%	31.90%	3.96	1.02
Average						**4.29**	**0.90**

The study also established the legislative framework which is difficult to implement between 30% for Special Groups and Domestic Preference & Reservation guidelines. As presented in Table 4.7, results indicated that the professional regulatory bodies find it more difficult to implement Domestic Preference & Reservation guidelines than 30% for Special Groups than (59.57%).

Table 4.7: Ease of policy implementation between 30% for Special Groups and Domestic Preference & Reservation guidelines

Procurement policy	Frequency	Percent
30% for Special Groups	56	59.57
Domestic Preference & Reservation	38	40.43
Total	**94**	**100**

4.4.5: Implementation of Reservations and Preference Policy in the Professional Regulatory Bodies in Kenya

The study finally sought to examine the extent to which the professional regulatory bodies had achieved various indicators in as far as implementation of reservations and preference policy is concerned. Respondents rated these indicators on the rating of 1-5 (5= Very Large Extent; 4 =Large Extent; 3= Moderate Extent; 2= Low Extent and 1= Very Low Extent). From the results of the study, majority of the respondents, 37.2% and mean 4.03 indicated that allocation of adequate budget to the procurements targeted for preference and reservations had been achieved in the professional regulatory bodies to a very large extent. This was followed by 34% of the respondents who indicated that allocation of adequate budget to the procurements targeted for preference and reservations had been achieved in the professional regulatory bodies to a moderate extent.

On the same note, majority of the respondents, 51.1% and mean 4.49, indicated that review of adherence to the preference and reservations group had been achieved in the professional regulatory bodies to a large extent. The standard deviation value of 0.50 is an indication of low variation in the responses towards this statement. The results of the study also showed that majority of the respondents, 72.3% and mean 4.69, indicated that frequent supplier appraisal of the preference and reservations groups had been achieved in the professional regulatory bodies to a very large extent. Finally, majority of the respondents, mean 4.03, indicated that supplier development of the preference and reservations groups through financial support had been enhanced. On average, the mean of 4.15 indicated that implementation of reservations and preference policy in the professional regulatory bodies in Kenya had been achieved to a great extent. The average responses are as shown on Table 4.8.

Table 4.8: Implementation of Reservations and Preference Policy

Statement	1	2	3	4	5	Mean	Std Dev
Allocation of adequate budget to the procurements targeted for preference and reservations	0.00%	0.00%	34.00%	28.70%	37.20%	4.03	0.85
Review of adherence to the preference and reservations group	0.00%	0.00%	0.00%	51.10%	48.90%	4.49	0.50
Frequent supplier appraisal of the preference and reservations groups	0.00%	0.00%	3.20%	24.50%	72.30%	4.69	0.53
Supplier development of the preference and reservations groups through capacity building	19.10%	1.10%	29.80%	9.60%	40.40%	3.51	1.50
Supplier development of the preference and reservations groups through financial support	0.00%	0.00%	34.00%	28.70%	37.20%	4.03	0.85
Average						**4.15**	**0.85**

The respondents were also asked to indicate the extent to which implementation of preference and reservation procurement policies had been achieved with regard to proportion of budget allocated for the various periods (2012-2016). The results as shown in Table 4.9show that in 2012, majority of the respondents indicated that the professional bodies in Kenya implemented preference and reservation procurement policies with regard to proportion of budget allocated to a low extent (35.55%) while in 2016, majority of the respondents indicated that the professional bodies in Kenya implemented preference and reservation procurement policies with regard to proportion of budget allocated to a large extent (30.23%). This implies that there has been an improvement in implementation of preference and reservation procurement policies with regard to proportion of budget allocated for the study period.

Table 4.9: Extent of Implementation of Reservations and Preference Policy with regard to proportion of budget allocated.

Year/Extent	Very low extent	Low extent	Moderate extent	Large extent	Very large extent
2012	12.50%	35.55%	28.65%	16.45%	6.85%
2013	10.50%	33.76%	27.45%	20.10%	8.19%
2014	7.50%	27.60%	18.56%	31.30%	15.04%
2015	7.20%	19.86%	25.60%	33.34%	14.00%
2016	4.50%	20.20%	23.40%	30.23%	21.67%
Average	**8.44%**	**27.39%**	**24.73%**	**26.28%**	**13.15%**

The study further sought to establish the extent to which implementation of preference and reservation procurement policies had been achieved with regard to proportion of allocated budget awarded to target group for the various periods (2012-2016).The results as shown in Table 4.10 show that in 2012, majority of the respondents indicated that the professional bodies in Kenya implemented preference and reservation procurement policies with regard to proportion of allocated budget awarded to target group to a moderate extent (30.54%) while in 2016, majority of the respondents indicated that the professional bodies in Kenya implemented preference and reservation procurement policies with regard to proportion of allocated budget awarded to target group to a large extent (33.23%). This implies that there has been an improvement in implementation of preference and reservation procurement policies with regard to proportion of allocated budget awarded to target group for the period 2012-2016 as indicated by a mean of 27.56%.

Table 4.10: Extent of Implementation of Reservations and Preference Policy with regard to proportion of allocated budget awarded to target group.

Year/Extent	Very low extent	Low extent	Moderate extent	Large extent	Very large extent
2012	15.40%	29.67%	30.54%	19.21%	5.18%
2013	12.40%	28.15%	27.45%	25.06%	6.94%
2014	8.14%	24.62%	24.87%	31.30%	11.07%
2015	7.20%	18.86%	26.62%	29.01%	18.31%
2016	6.60%	16.34%	23.40%	33.23%	20.43%
Average	**9.95%**	**23.53%**	**26.58%**	**27.56%**	**12.39%**

The study finally established the extent to which implementation of preference and reservation procurement policies had been achieved with regard to the number of firms in preference and reservation scheme awarded contracts for the period 2012-2016. In 2012, majority of the respondents (36.4%) indicated that the professional bodies in Kenya implemented preference and reservation procurement policies with regard to the number of firms in preference and reservation scheme awarded contracts to a moderate extent while in 2016, majority of the respondents indicated that the professional bodies in Kenya implemented preference and reservation procurement policies with regard to the number of firms in preference and reservation scheme awarded contracts to a large extent (34.65%).

This implies that there has been an improvement in implementation of preference and reservation procurement policies with regard to the number of firms in preference and reservation scheme awarded contracts for the period 2012-2016 as indicated by a majority mean of 27.47%. The results are presented in Table 4.11.

Table 4.11: Extent of Implementation of Reservations and Preference Policy with regard to proportion of allocated budget awarded to target group.

Year/Extent	Very low extent	Low extent	Moderate extent	Large extent	Very large extent
2012	10.64%	24.78%	36.40%	18.45%	9.73%
2013	11.12%	25.62%	29.83%	24.34%	9.09%
2014	8.79%	18.24%	23.66%	30.98%	18.33%
2015	6.44%	19.25%	25.01%	28.93%	20.37%
2016	5.01%	14.08%	19.54%	34.65%	26.72%
Average	**8.40%**	**20.39%**	**26.89%**	**27.47%**	**16.85%**

4.5 Diagnostic Tests

The study conducted diagnostic tests to ensure that the assumptions of classical linear regression are not violated before proceeding inferential analysis. The study conducted the following diagnostic tests: Normality, Linearity, Multicollinearity and Levene test for homogeneity of variance (Heteroskedasticity) before inferential analysis. For the purpose of ensuring construct validity, the study also conducted factor analysis after Kaiser-Meyer-Olkin (KMO) test of sampling adequacy. The methods, results and interpretations of each test are as indicated in the following sections.

4.5.1 Confirmatory Factor Analysis

For the purpose of ensuring construct validity of the data, the study purposed to conduct factor analysis in order to determine the suitability of the data for further analysis. Prior to conducting factor analysis, there was need to determine the adequacy of the sample size because the reliability of the factor analysis conducted is subject to the sample size. It is on this basis that the study adopted the Kaiser-Meyer-Olkin (KMO) test of sampling adequacy. The KMO statistic is a measure of the proportion of variance among variables that might be common variance. The lower the proportion, the more suited the data is to Factor Analysis. According to MacCallum, Widaman, Zhang and Hong (1999), a value greater than 0.5 is recommended for factor analysis. Therefore, to determine the sample adequacy, the study adopted KMO threshold of above 0.5. The findings as presented in Table 4.12 indicate that the KMO test on all the factors in the study generated values

greater than 0.5 implying that the sample size was adequate for further confirmatory factor analysis.

Table 4.12: Kaiser-Meyer-Olkin (KMO) Test of Sample Adequacy

ICT	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.581
	Approx. Chi-Square	74.165
Procurement Staff Professionalism	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.512
	Approx. Chi-Square	28.597
Organizational culture	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.585
	Approx. Chi-Square	21.972
Legislative framework	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.58
	Approx. Chi-Square	36.454
Implementation of Reservations and Preference Policy	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.562
	Approx. Chi-Square	32.122

After the KMO test, it was confirmed that a confirmatory factor analysis could be conducted to establish the construct validity of the data. The study applied confirmatory factor analysis using communalities and Eigen values to establish the specific elements that measure the variables of the study to increase the research instrument's reliability. The study extracted only the items with Eigen values greater than 1.0 and loadings greater than 0.4. Subsequently, each study variable was subjected to factor and all the factors in the study exceeded the criterion of 0.4, and hence no variable was removed. The communalities are shown in Appendix IV.

4.5.2 Normality Test

For the purpose of testing the normality of the data, the study used Shapiro–Wilk test to detect deviation from normality due to skewness or kurtosis. The statistic in Shapiro–Wilk test ranges between -0.1 to +1.0 and the data is normal when the figures are higher than 0.05 (Razali & Wah, 2011). The findings as presented in Table 4.13indicated that Implementation of Reservations and Preference Policy (dependent variable) was significant since its significance value is greater than 0.05.

Table 4.13: Normality Test

Tests of Normality						
	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Implementation of Reservations and Preference Policy	0.106	94	.200*	0.958	94	0.171
* This is a lower bound of the true significance.						
a Lilliefors Significance Correction						

4.5.3 Linearity Test

The study used correlation coefficients to test for linearity of the relationship between the variables. In this case, correlation coefficients indicate magnitude and direction of relationships (Cooper & Schindler, 2008). Accordingly, a negative correlation is an indication of an inverse relationship where an increase in one variable causes a decrease in the other while a positive correlation indicates a direct effect in which an increase in one variable causes an increase in the other variable. The linearity tests results are presented in Table 4.14.

Table 4.14: Linearity Diagnostic Tests

Variables	Linearity	Performance	Conclusion
ICT	Pearson Correlation	0.665	
	Sig. (2-tailed)	0.000	
	N	93	Linear
Procurement Staff Professionalism	Pearson Correlation	0.370	
	Sig. (2-tailed)	0.000	
	N	93	Linear
Organizational Culture	Pearson Correlation	0.45	
	Sig. (2-tailed)	0.000	
	N	93	Linear
Legislative Framework	Pearson Correlation	0.524	
	Sig. (2-tailed)	0.000	
	N	93	Linear
* Correlation is significant at the 0.05 level (2-tailed).			
** Correlation is significant at the 0.01 level (2-tailed).			

The results indicate that there is a linear relationship between the measures of the independent variables and the dependent variable. ICT (R = .665, P = 0.000<0.05); Procurement Staff Professionalism (R = .370, P = 0.000<0.05); Organizational Culture(R = .45, P = 0.000<0.05); Legislative framework(R = .524, P = 0.000<0.05). The correlation coefficients for all the independent variables were positive, an indication of a linear relationship between individual independent variables and the dependent variable.

4.5.4 Multicollinearity

A regression analysis was conducted and the tolerance and Variance Inflation Factors (VIF) established for the purpose of establishing whether multicollinearity would pose a problem during regression. The results as shown in Table 4.15 show that all the variables had VIF value of less than 10 indicating that the there was no problem of multicollinearity. On the same note, Tolerance values were above 0.1 which further confirmed that there was no multicollinearity among the variables of the study. The VIF and Tolerance threshold values adopted for the study are in accordance with the recommendations of (Field, 2009).

Table 4.15: Variance Inflation Factor Test of Multicollinearity

	Collinearity Statistics	
	Tolerance	VIF
ICT	0.472	2.118
Procurement Staff Professionalism	0.64	1.561
Organizational Culture	0.719	1.391
Legislative Framework	0.595	1.679

Source: Survey data (2018)

4.8.5 Homoscedasticity

The study used the Breusch-Pagan test recommended by Warner (2008) in testing for homogeneity, which states that the probability value should be greater than .05 to meet the homoscedasticity assumption and therefore allow the progress of regression model analysis. The findings are presented in Table 4.16.

Table 4.16: Breusch-Pagan Test of Homoscedasticity

Breusch-Pagan / Cook-Weisberg test for Homoscedasticity
Ho: Constant variance
chi2(3)   =   0.53
Prob > chi2 =   0.653

Source: Survey data (2018)

The findings presented in Table 4.16 indicate that the prob > Chi2 value which represents significance is greater than 0.05 which indicates that the null hypothesis of constant variance is not rejected. This shows presence of homogeneity hence a regression model was suitable in this study. To further confirm the findings, the study used Levene's test of homogeneity of variance. According to the test, a significance value > 0.05 indicates that the null hypothesis of equal variance (homogeneity) is not rejected. The findings are presented in Table 4.17.

Table 4.17: Levene's Test of Homogeneity

Homogeneity of Variances				
	Levene Statistic	df1	df2	Sig.
Information Communication and Technology	1.003	8	84	0.44
Procurement Staff Professionalism	1.025	8	84	0.424
Organisational Culture	1.806	8	84	0.087
Legislative Framework	0.752	8	84	0.645

Table 4.17 shows that the variances for the ICT variable were not significantly different (p = 0.44> 0.05); variances for procurement staff professionalism were not significantly different (p = 0.424>0.05), variances for organisational culture were not significantly different (p = 0.087>0.05) and the variances for legislative framework were also not significantly different (p = 645>0.05). Since the p-values for the three predictor variables were greater than the level of significance at .05, the null hypothesis of homoscedasticity was not rejected and hence the regression model for this study was suitable for analysis.

4.6 Inferential Analysis

Inferential statistics of correlation as well as regression analysis were conducted for the purpose of establishing the connection between the determinants and implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. On the same note, for the purpose of establishing the significance of the association between independent variables and dependent variable, a significance level of 5% was adopted. The following section presents correlation and regression analysis results.

4.6.1 Correlation Analysis

For the purpose of establishing the relationship between the determinants (ICT, procurement staff professionalism, organizational culture and legislative framework) and implementation of preference and reservation procurement policy, a correlation analysis was done by the use of Pearson correlation coefficient. In order to make useful conclusions on the connection among the study variables, the study adopted a significance level of 5%. The results on this analysis are as presented in Table 4.18.

Table 4.18: Correlation Analysis

Correlations		ICT	Procurement Staff Professionalism	Organisational Culture	Legislative Framework	Implementation of Preference & Reservation Procurement Policy
ICT	Pearson Correlation	1				
	Sig. (2-tailed)					
Procurement Staff Professionalism	Pearson Correlation	.428	1			
	Sig. (2-tailed)	0.061				
Organisational Culture	Pearson Correlation	.320	.237	1		
	Sig. (2-tailed)	0.2	0.52			
Legislative Framework	Pearson Correlation	.602	.429	0.05	1	
	Sig. (2-tailed)	0.057	0.092	0.635		
Implementation of Preference and Reservation Procurement Policy	Pearson Correlation	.665**	.370**	.450**	.524**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	94	94	94	94	94

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

The results as shown in Table 4.18 indicated a positive and significant association between ICT and implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya (R = 0.665, P=0.000<0.05). This implies thatan improvement in various indicators of ICT such as low cost of setting up the ICT platform, compatibility of ICT infrastructure, availability of information on IT platforms, accessibility of information using online platforms, low cost of managing the ICT

platforms and use of emails for procurement activitiesresults to positive and significant change in implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. The results are consistent with the argument by Kinuthia and Abdallah (2015) that a company is likely to realize improvements in cycle time reductions and process quality through ICT adoption.

The correlation results also indicated a positive and significant association between procurement staff professionalism and implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya (R = 0.370, P=0.000<0.05). This implies that an improvement in various indicators of procurement staff professionalism such as professional competency, procurement staff skills, procurement staff integrity, procurement staff code of conduct and procurement staff knowledge on procurement regulation results to positive and significant change in implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. The results are consistent with the argument ofOnyinkwa (2014) that professional ethical values, awareness and training influences the compliances of procurement regulations in public secondary schools.

The findings further showed a positive and significant association between organizational culture and implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya (R = 0.45, P=0.000<0.05). This implies that an improvement in various indicators of organizational culture such as organizational structure, ethical practice in the organization, top management support on implementation, reduced bureaucracy in the organization and organizational systems of operation results to positive and significant change in implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. The results are consistent with the argument of Kiama, (2014) that organizational culture favors good procurement procedures.

Finally, the results indicated a positive and significant association between legislative framework and implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya (R = 0.524, P=0.000<0.05). This implies that an improvement in various indicators of legislative framework such as adequacy of the

guidelines provided in the legislative framework, cooperation form the overseeing body (PPOA), harmonization of internal policies and the law, harmonization of existing regulations and international best practices and existing external legal environment results to positive and significant change in implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. The results are consistent with the argument Thairu and Chirchir (2016) that poor legislation has negative and significant effect on implementation of the youth preference and reservations policy in public procurement.

4.6.2 Regression Analysis

In order to establish the relationship between ICT, procurement staff professionalism, organizational culture and legislative framework and implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya, the study conducted a multiple regression analysis. The study adopted the following regression model: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$ (Y = implementation of preference and reservation procurement policy, X_1 = ICT, X_2 = procurement staff professionalism, X_3 = organizational culture and X_4 = legislative framework.

4.6.2.1 Coefficient of Determination

The model summary results as presented in Table 4.19 indicated that ICT, procurement staff professionalism, organisational culture and legislative frameworkjointly had a strong positive influence on implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. This is shown by a joint Pearson correlation of 0.764. This implies that an enhancementin ICT, procurement staff professionalism, organizational culture and legislative framework results to a strong positive change in implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya.

The model summary results also show that R-square was 0.584 implying that ICT, procurement staff professionalism, organizational culture and legislative frameworkexplain 58.4% of the variation in implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya.This

suggests that 41.6% of the variation in implementation of preference and reservation procurement policy in the professional regulatory bodieswas explained by other factors not included in the model of the study.

Table 4.19: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.764	0.584	0.565	0.26635

Predictors: (Constant), Legislative Framework, Organizational Culture, Procurement Staff Professionalism, Information Communication and Technology

4.6.2.2Goodness of Fit

The significance of the regression model was confirmed by P= 0.000 at 5% level of significance. The F calculated statistic of 31.227 was greater than F (4, 89) critical value of 2.4741 confirming model significance. The model significance confirms the suitability of ICT, procurement staff professionalism, organizational culture and legislative frameworkin predicting deviation of implementation of preference and reservation procurement policy in the professional regulatory bodies as shown in Table 4.20.

Table 4.20: ANOVA (Model Significance)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	8.861	4	2.215	31.227	.000
Residual	6.314	89	0.071		
Total	15.175	93			

a Dependent Variable: Implementation of Preference and Reservation Procurement Policy
b Predictors: (Constant), Legislative Framework, Organizational Culture, Procurement Staff Professionalism, Information Communication and Technology

4.6.2.3 Model Coefficients

The regression results as shown in Table 4.21 indicated that Information Communication and Technology positively and significantly influenced implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya (Beta = 0.263, p=0.003<0.05). This implies that a unit improvement in indicators of ICT such as low cost of setting up the ICT platform, compatibility of ICT infrastructure, availability of information on IT platforms, accessibility of information using online platforms, low cost of managing the ICT platforms and use of emails for procurement activitiesresults to 0.263 significant improvement in implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. This is consistent with the argument by Owili (2013) that organizations which have implemented e-procurement have realized reduced costs for various procurement processes.

The results also indicated that procurement staff professionalism positively and significantly influenced implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya (Beta = 0.173, p=0.006<0.05). This implies that a unit improvement in indicators of procurement staff professionalism such as professional competency, procurement staff skills, procurement staff integrity, procurement staff code of conduct and procurement staff knowledge on procurement regulation results to 0.173 significant improvement in implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. This is consistent with the argument by Ngugi and Mugo, (2012) that procurement personnel conduct affects procurement process of health care supplies in the public sector to a great extent.

The results further indicated that organizational culture positively and significantly influenced implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya (Beta = 0.378, p=0.000<0.05). This implies that a unit improvement in organizational culture indicators such as organizational structure, ethical practice in the organization, top management support on implementation, reduced bureaucracy in the organization and organizational systems of operation results to 0.378 significant improvement in implementation of preference and reservation procurement

policy in the professional regulatory bodies in Kenya. This is consistent with the argument by Mutinda and Paul (2016) that support from top management and organizational culture plays an important role in enhancing implementation of procurement procedures.

Finally, legislative framework positively and significantly influenced implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya (Beta = 0.201, p=0.000<0.05). This implies that a unit improvement in legislative framework indicators such as adequacy of the guidelines provided in the legislative framework, cooperation form the overseeing body (PPOA), harmonization of internal policies and the law, harmonization of existing regulations and international best practices and existing external legal environment results to 0.201 significant improvement in implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. This is consistent with the argument byAchuora *et al.* (2010) that technical audit factors have greatest influence on effectiveness of public procurement audit and regulatory framework. The results are as presented in Table 4.21.

Table 4.21: Regression Coefficients

Coefficients	B	Std. Error	t	Sig.
(Constant)	0.043	0.409	0.008	0.13
Information Communication and Technology	0.263	0.087	3.025	0.003
Procurement Staff Professionalism	0.173	0.061	2.823	0.006
Organizational Culture	0.378	0.076	4.957	0.000
Legislative Framework	0.201	0.081	2.476	0.015
a Dependent Variable: Implementation of Preference and Reservation Procurement Policy				

Optimal regression model

Implementation of Preference and Reservation Procurement Policy = 0.043 + 0.378 Organizational Culture + 0.263 Information Communication and Technology + 0.201 Legislative Framework +0.173 Procurement Staff Professionalism

CHAPTER FIVE:SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The main objective of the study was to establish the determinants of implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya with regard to information Communication and Technology (ICT), procurement staff professionalism, organizational culture and legislative framework. This chapter presents the summary of findings of this research, conclusions, recommendations and suggestion of areas which may require further consideration as far as future research is concerned.

5.2 Summary of the Findings

The study purposed to establish the determinants of implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. Information Communication and Technology, procurement staff professionalism, organizational culture and legislative framework were the main determinants examined. This subsection presents the descriptive and inferential finding of the study.

5.2.1 Information Communication and Technology

The study tested the effect of Information Communication and Technology on implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. Descriptive results indicated that Information Communication and Technology influenced implementation of preference and reservation procurement policy in the professional regulatory bodies as indicated by majority of the respondents who indicated large extent.

With regard to inferential statistics, the correlation results indicated that there was a positive and significant association between Information Communication and Technology and implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. Similarly, regression model coefficients indicated that Information Communication and Technology positively and significantly influenced implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya.

The findings are consistent with the findings of a study by Owili (2013) on how transaction costs are affected by the implementation of e-procurement among the NGOs in Kenya and concluded that the implementation of e-procurement reduces transaction costs. The findings are also consistent with the findings of a study by Kinuthia and Abdallah (2015) which indicated that the impact of ICT adoption on procurement processes was positive since it reduces time reductions and quality improvements.

5.2.2 Procurement Staff Professionalism

The study examined the influence of procurement staff professionalism on implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. Descriptive results indicated that procurement staff professionalism influenced implementation of preference and reservation procurement policy in the professional regulatory bodies to a large extent. With regard to inferential statistics, the correlation results indicated that there was a positive and significant association between procurement staff professionalism and implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. Regression model coefficients also indicated that procurement staff professionalism positively and significantly influenced implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya.

The findings are consistent with the findings of a study by Onyinkwa (2014) which sought to establish the factors influencing compliance to procurement regulations in public secondary schools in Kenya and revealed that professional ethical values, awareness and training influences the compliances of procurement regulations in public secondary schools. The findings are also consistent with the findings of a study by Ngugi and Mugo, (2012) conducted to establish internal factors affecting procurement process of supplies in the public sector through a survey of Kenya government ministries and established that accountability, ICT adoption and ethics affected procurement process of health care supplies in the public sector to a great extent.

5.2.3 Organizational Culture

The study also tested the effect of organizational culture on implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. Descriptive results indicated that organizational culture influenced implementation of preference and reservation procurement policy in the professional regulatory bodies as indicated by majority of the respondents who indicated large extent. With regard to inferential statistics, the correlation results indicated that there was a positive and significant association between organizational culture and implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. Similarly, regression model coefficients indicated that organizational culture positively and significantly influenced implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya.

The findings are consistent with the findings of a study by Kibet and Metto (2016) on influence of organization culture on the implementation of public procurement strategic plans and established that better organizational culture played a positive and significant role in implementation of public procurement strategic plans. The findings are also consistent with the findings of a study by Mutinda and Paul (2016) which sought to establish the determinants of public procurement procedures implementation in universities in Kiambu County and established that strategic planning, staff competence, support from top management and organizational culture plays an important role in enhancing implementation of procurement procedures in public universities.

5.2.4 Legislative Framework

The study finally established the effect of legislative framework on implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. Descriptive results indicated that legislative framework influenced implementation of preference and reservation procurement policy in the professional regulatory bodies as indicated by majority of the respondents who indicated large extent. With regard to inferential statistics, the correlation results indicated that there was a positive and significant association between legislative framework and implementation of preference and reservation procurement policy in the professional regulatory bodies in

Kenya. Regression model coefficients finally showed that legislative framework positively and significantly influenced implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. The findings are consistent with the findings of a study by Achuora, Arasa and Ochriri (2010) which examined the factors that affect effectiveness of public procurement audits for constituency development funds (CDF) in Kenya and established that technical audit factors have greatest influence on effectiveness of public procurement audit, followed by regulatory framework, client related factors and auditor's professional qualities respectively. The findings are however inconsistent with the findings of a study by Thairu and Chirchir (2016) which analyzed the implementation of preference and reservations policy in public procurements by state owned enterprises in Kenya and established negative significant effects of institutional challenges on implementation were established by the study.

5.3 Conclusions of the Study

From the findings obtained, the study concluded that Information Communication and Technology positively and significantly influenced implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. The implication here is that an overall improvement in various aspects of ICT such as low cost of setting up the ICT platform, compatibility of ICT infrastructure, availability of information on IT platforms, accessibility of information using online platforms, low cost of managing the ICT platforms and use of emails for procurement activities results to improvement in implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya.

The study also concluded that procurement staff professionalism positively and significantly influenced implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. This implies that an overall improvement in the indicators of procurement staff professionalism such as professional competency, procurement staff skills, procurement staff integrity, procurement staff code of conduct and procurement staff knowledge on procurement regulation results to improvement in implementation of preference and reservation procurement policy in the professional

57

regulatory bodies in Kenya. Another conclusion made by the study was that organizational culture positively and significantly influenced implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. This implies that an overall improvement in the indicators of organizational culture such as organizational structure, ethical practice in the organization, top management support on implementation, reduced bureaucracy in the organization and organizational systems of operation results to improvement in implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya.

The study finally concluded that legislative framework positively and significantly influenced implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. This implies that an overall improvement in the indicators of legislative frameworksuch as adequacy of the guidelines provided in the legislative framework, cooperation form the overseeing body (PPOA), harmonization of internal policies and the law, harmonization of existing regulations and international best practices and existing external legal environment results to improvement in implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya.

5.4 Recommendations of the Study

The study results and conclusions have indicated that there is a positive and significant association between Information Communication and Technology, procurement staff professionalism, organizational culture and legislative framework. Based on this result, the study recommends that for the purpose of improving implementation of preference and reservation procurement policy, professional regulatory bodies in Kenya should focus on various aspects of ICT such as low cost of setting up the ICT platform, compatibility of ICT infrastructure, availability of information on IT platforms, accessibility of information using online platforms, low cost of managing the ICT platforms and use of emails for procurement activities.

The study also recommends that in order to improve implementation of preference and reservation procurement policy, professional regulatory bodies in Kenya should pay

attention to indicators of procurement staff professionalism such as professional competency, procurement staff skills, procurement staff integrity, procurement staff code of conduct and procurement staff knowledge on procurement regulation. Another recommendation made by the study is that professional regulatory bodies in Kenya should pay attention to indicators of organizational culture such as organizational structure, ethical practice in the organization, top management support on implementation, reduced bureaucracy in the organization and organizational systems of operation.

Based on the finding that legislative framework positively and implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya, the study recommends that the professional regulatory bodies should focus on legislative framework aspects such as adequacy of the guidelines provided in the legislative framework, cooperation form the overseeing body (PPOA), harmonization of internal policies and the law, harmonization of existing regulations and international best practices and existing external legal environment.

5.5 Areas for further Study

The study established thedeterminants of implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. Information Communication and Technology, procurement staff professionalism, organizational culture and legislative framework were the main determinants examined. However, from the conceptual framework and findings of the study, there are other areas that other researchers may conduct research on. The model summary results indicated that Information Communication and Technology procurement staff professionalism, organizational culture and legislative framework accounted for up to 58.4% of the variation in implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. This implies that 41.6% of the variation in implementation of preference and reservation procurement policy was accounted for by other factors not covered in the model presented in this study. Future studies can be conducted to establish these other factors not covered in the model of the study.

Further, this study examined the determinants of implementation of preference and reservation procurement policy in the professional regulatory bodies in Kenya. The unit of analysis of this study were all the professional regulatory bodies in Kenya. However, determinants of implementation of preference and reservation procurement policy may vary from one sector to another. Another study can be conducted with the same conceptual constructions and methodology to establish the determinants of implementation of preference and reservation procurement policy in other sectors in Kenya.

REFERENCES

Afande, F. O. (2015). Adoption of E-procurement strategy and procurement performance in State Corporations in Kenya (A Case of KRA).

Alkilani, S.G. &Jupp, J.R. (2012) Paving the Road for Sustainable Construction in Developing Countries: A Study of the Jordanian Construction Industry, Australasian *Journal of Construction Economics and Building, Conference Series*, 12 (1) pp. 84-93

Allio, M.K. (2015). A Short, Practical Guide to Implementing Strategy". *Journal of Business Strategy*, 26, 12-21.

Allred, S. B., & Ross-Davis, A. (2011). The drop-off and pick-up method: An approach to reduce nonresponse bias in natural resource surveys. *Small-Scale Forestry*, *10*(3), 305-318.

Amadi, H. (2015). Emerging Procurement Laws and Women's Empowerment: Assessing the costs and benefits of privatization of telecommunications sector in Kenya. *Wagadu*, *13*.

Arrowsmith, S., & Quinot, G. (2013). *Public procurement regulation in Africa*. Cambridge, UK: Cambridge University Press.

Bryman, A., & Bell, E. (2015). *Business research methods*. Oxford University Press, USA.

Connelly, L. M. (2008). Pilot studies. *Medsurg Nursing*, *17*(6), 411-413.

Croom, S. & Brandon, J. (2012).*The strategic buyer: how emerging procurement strategies may supportKAM/SAM relationship.* (In Woodburn,D. and Wilson,K., ed.).

Dorotinsky, W. and Junghun, C. (2012). The World Bank's Experience with Financial Management Information System (FMIS) Projects, Washington, D.C.: World Bank, PRMPS

Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American Journal of Theoretical and Applied Statistics*, *5*(1), 1-4.

European Commission (2014), *Handbook on Green Public Procurement*, European Commission, Brussels.

Fligstein, N. (1997). Social skill and institutional theory. *American behavioral scientist*, *40*(4), 397-405.

Gray, C. W. (1993). *Evolving legal frameworks for private sector development in Central and Eastern Europe*. The World Bank.

Hassan, A. (2012), Procurement Practices in Kenya's Public Corporation. *MBA Project, University of Nairobi (Unpublished)*

Hilty, L. M., & Aebischer, B. (Eds.). (2015). *ICT innovations for sustainability* (Vol. 310). Springer.

Hrebiniak, L.G. (2014). Obstacles to Effective Strategy Implementation". *Organizational Dynamics,* 35, 12-31.

Hui, W. S., Othman, R. O., Normah, O., Rahman, R. A. & Haron, N. H. (2011). Procurement issues in Malaysia. *International Journal of Public Sector Management*, 24(6), 567-593.Irwin.

Ibrahim, R. M., Ghani, M. A., & Embat, A. M. M. S. (2013). Organizational citizenship behavior among local government employees in east coast Malaysia: A pilot study. *International Business Research*, *6*(6), 83.

Jeng, S. S. (2016). Challenges of The Gambia's Public Procurement Organizations.

Jibrin, M. S., Ejura, S. B., & Augustine, N. I. (2014). The Public Procurement Reforms in Nigeria: Implementation and Compliance Challenges. *Journal of Asian Business Strategy*, *4*(11), 149-162.

Kiama, G. P. (2014). Factors affecting implementation of public procurement act in SACCO societies in Kenya. *International Journal of Academic Research in Business and Social Sciences*, *4*(2), 169.

Kibet, Y., & Metto, N. (2016) Influence of Organization Culture on the Implementation of Public Procurement Strategic Plans.

Kinuthia, D. W., & Abdallah, I. A. (2015). Effects of Information Communication Technology Adoption on Procurement Process in Kenya's Oil Industry: A Survey of Total Kenya Limited Mombasa County. *International Journal of Management and Commerce Innovations*, *2*(2).

KIPPRA (2010).*Public procurement policy in Kenya: The need for a coherent policy framework*. Policy brief no. 3/2006

Mambo, P. N. (2015). Factors Influencing Implementation of E-Procurement in the National Government: A Case of the Ministry Of Interior and Co-Ordination of National Government. *Strategic Journal of Business & Change Management*, *2*(1).

Mburu, J. K. (2012). *Factors inhibiting implementation of Public Procurement act (2005) and its regulations in Kenya: A case study of Kajiado North District* (Doctoral dissertation).

Mutinda, A. M., & Paul, S. N. A. (2016). Determinants of Public Procurement Procedures Implementation in Universities.

Ngugi, J. K., & Mugo, H. W. (2012). Internal factors affecting procurement process of supplies in the public sector; a survey of Kenya government ministries. In *5th International Public Procurement Conference was held on August 17th*.

Odhiambo, W. & Kamau, P. (2003).The integration of developing countries into the world trading system Public Procurement Lessons for Kenya, Tanzania and Uganda

Organization for Economic Co-operation and Development. (2005). Fighting corruption and promoting integrity in public procurement, OECD Publishing.

Otieno, A. O. (2015). *Factors affecting implementation of public procurement reforms in County Governments In Kenya* (Doctoral dissertation, University of Nairobi).

PPOA (2009). *The Public Procurement Guidelines to Framework Contracting,* USAID: Government of Kenya.

PPOA (2015). *The Public Procurement Guidelines to Framework Contracting,* USAID: Government of Kenya.

Raymond, J. (2008). Benchmarking in public Procurement. Benchmarking: *An International Journal*, 15(6), 782-793.

Razali, N. M., & Wah, Y. B. (2011). Power comparisons of shapiro-wilk, kolmogorov-smirnov, lilliefors and anderson-darling tests. *Journal of statistical modeling and analytics*, *2*(1), 21-33.

Saastamoinen, J., Reijonen, H., & Tammi, T. (2017). The role of training in dismantling barriers to sme participation in public procurement. *Journal of public procurement*, *17*(1), 1-30.

Sandada, M., & Kambarami, P. (2016). The determinants of the compliance to public procurement policy requirements among public enterprises in Zimbabwe. *Acta Universitatis Danubius. Administratio*, *8*(1).

Schapper, P. R. , Malta, J. N. V. & Gilbert, D. L. (2006). An analytical framework for the management and reform of public procurement. *Journal of public procurement*, 6(1&3), 1-26.

Schein, E. H. (2010). *Organizational culture and leadership* (Vol. 2). John Wiley & Sons.

Schepker, D. J., Oh, W. Y., Martynov, A., & Poppo, L. (2014). The many futures of contracts: Moving beyond structure and safeguarding to coordination and adaptation. *Journal of Management*, *40*(1), 193-225.

Scott, W. R. (2005). Institutional theory: Contributing to a theoretical research program. *Great minds in management: The process of theory development*, *37*, 460-484.

Smith, B. (2012). "Strategic Responses to Market Changes," *International Journal of Medical Marketing* 3(1): 80-85.

Thairu, J., & Chirchir, M. (2016). Implementation of the Youth Preference and Reservations Policy in Public Procurement: The Case of State Owned Enterprises in Nairobi. *International Journal of Supply Chain Management*, *1*(1), 1-18.

Thairu, J., & Chirchir, M. (2016). Implementation of the Youth Preference and Reservations Policy in Public Procurement: The Case of State Owned Enterprises in Nairobi. *International Journal of Supply Chain Management*, *1*(1), 1-18.

Transparency International (2013). Corruption Perception Index. [Online]. Available at http://www.transparency.org

Turner, C. (2007). "SMEs and the Evolution of the European Information Society: Policy Themes and Initiatives," *European Business Journal* 9(4):47-52.16.

Wainaina, M. (2014).*The Effects of Integrated Financial Management Information System on Financial Performance of Commercial State Corporations in Kenya*. (University of Nairobi, MBA Project)

Weele, A.V. (2010), *"Purchasing and Supply Chain Management: Analysis, Strategy, Planning and Practice",* 5th Ed. Thomson Learning, London.

APPENDICES

Appendix I: Introduction Letter

Dear Respondent,

I am a student at KCA University pursuing Masters of Master of Science In Procurement. I am working on a project as a fulfillment of the requirements for the award of Degree of Masters of Science in Procurement.In respect to the above requirement, I kindly request you to give me the necessary support and assistance to enable me obtain the necessary data for the research project.

By completing the questions, all data and information gathered is purely for academic purposes and will be treated with confidentiality. I appreciate your cooperation in this regard and may God bless you.

Thank you,

Samson Moturi

Appendix II: Research Questionnaire

Determinants of implementation of preference and reservation procurement policy among the professional regulatory bodies in Kenya.

SECTION A: DEMOGRAPHIC INFORMATION

Please tick appropriately

Tick as appropriate

1. **Age**

   a. Below 30 years   ( )

   b. 30-40 years   ( )

   c. 40-50 years   ( )

   d. Above 50 years   ( )

2. **Highest Level of Education**

   a. College   ( )

   b. Certificate   ( )

   c. Undergraduate   ( )

   d. Postgraduate   ( )

3. **Working experience**

   a. Below 2 years   ( )

   b. 2-10 years   ( )

   c. 11-20 years   ( )

   d. 20 and above   ( )

4. **Respondents Department**

   a. ICT   ( )

   b. HRM   ( )

   c. Procurement   ( )

   d. Finance   ( )

SECTION B: INFORMATION COMMUNICATON AND TECHNOLOGY

Influence of Information Communication and Technology on Implementation of Preference and Reservation Policy State Corporations in Kenya

1. To what extent do the following aspects of information, communication and technology influence implementation of preference and reservation policy in professional regulatory bodies in Kenya? Give your ratings in scale of 1-5 (**where 1 is very small extent, 2 is Small extent, 3 is Moderate extent, 4 is large extent, 5 is very large extent**).

Number	Statement	Very low extent	low extent	Moderate extent	Large extent	Very large extent
1	Cost of setting up the ICT platform					
2	Compatibility of ICT infrastructure					
3	Availability of information on IT platforms					
4	Accessibility of information using online platforms					
5	Cost of managing the ICT platforms					
6	Use of emails for procurement activities					

2. How often do you publish the procurement opportunities and award to Disadvantaged groups?

Frequency	Tick where applicable
Never	
Monthly	
Quarterly	
Biannually	
Annually	

SECTION C: PROCUREMENT STAFF PROFESSIONALISM

1. To what extent do the following aspects of procurement staff professionalisminfluence implementation of preference and reservation policy in professional regulatory bodies in Kenya? Give your ratings in scale of 1-5 (**where 1 is very small extent, 2 is Small extent, 3 is Moderate extent, 4 is large extent, 5 is very large extent**)

Number	Statement	Very low extent	Low extent	Moderate extent	Large extent	Very large extent
1	Professional competency					
2	Procurement staff skills					
3	Procurement staff integrity					
4	Procurement staff code of conduct					
5	Procurement staff knowledge on procurement regulation					

2. How often does the society train top management staff on procurement legislation?

Frequency	Tick where applicable
Never	
Biannually	
Annually	
After 3 years	
After 5 years	

SECTION D: ORGANISATIONAL CULTURE

1. To what extent do the following aspects of organizational cultureinfluence implementation of preference and reservation policy in professional regulatory bodies in Kenya? Give your ratings in scale of 1-5 (**where 1 is very small extent, 2 is Small extent, 3 is Moderate extent, 4 is large extent, 5 is very large extent**)

Number	Statement	Very Low extent	Low extent	Moderate extent	Large extent	Very large extent
1	Organizational structure					
2	Ethical practice in the organization					
3	Top management support on implementation					
4	Bureaucracy in the organization					
5	Organizational systems of operation					

SECTION E: LEGISLATIVE FRAMEWORK

1. To what extent do the following aspects of legislative frameworkinfluence implementation of preference and reservation policy in professional regulatory bodies in Kenya? Give your ratings in scale of 1-5 (**where 1 is   very small extent, 2 is Small extent, 3 is Moderate extent, 4 is large extent, 5 is very large extent**)

Number	Statement	Very low extent	Low extent	Moderate extent	Large extent	Very large extent
1	Adequacy of the guidelines provided in the legislative					
2	Cooperation form the overseeing body (PPOA)					
3	Agreement between internal policies and the law					
4	Agreement between existing regulations and international best practices					
5	Existing external legal environment					

2. Which legislative framework is difficult to implement?

Options: 30% for Special Groups (   ) Domestic Preference & Reservation guidelines

SECTION F: IMPLEMENTATION OF PREFERENCE AND RESERVATION PROCUREMENT POLICIES

1. To what extent has the organization achieved the following in as far as implementation of reservations and preference policy is concerned

Number	Statement	Very low extent	Low extent	Moderate extent	Large extent	Very large extent
1	Allocation of adequate budget to the procurements targeted for preference and reservations					
2	Review of adherence to the preference and reservations group					
3	Frequent supplier appraisal of the preference and reservations groups					
4	Supplier development of the preference and reservations groups through capacity building					
5	Supplier development of the preference and reservations groups through financial support					

2. To what extent has implementation of preference and reservation procurement policies achieved the following objectives in the different periods of time? Please provide details on the following;

a)Proportion of Budget Allocated to Preference and Reservation Scheme

Year / Extent	**Very low extent**	**Low extent**	**Moderate extent**	**Large extent**	**Very large extent**
2012					
2013					
2014					
2015					

b)Proportion of Allocated Budget awarded to Target Group

Year / Extent	**Very low extent**	**Low extent**	**Moderate extent**	**Large extent**	**Very large extent**
2012					
2013					
2014					
2015					

c)Number of Firms in Preference and Reservation Scheme awarded Contracts

Year / Extent	**Very low extent**	**Low extent**	**Moderate extent**	**Large extent**	**Very large extent**
2012					
2013					
2014					
2015					

Appendix III: Communalities

Communalities		
Information Communication and Technology		
Factors	**Initial**	**Extraction**
Cost of setting up the ICT platform	1.000	0.887
Compatibility of ICT infrastructure	1.000	0.439
Availability of information on IT platforms	1.000	0.67
Accessibility of information using online platforms	1.000	0.781
Cost of managing the ICT platforms	1.000	0.606
Use of emails for procurement activities	1.000	0.821
Procurement Staff Professionalism		
Professional competency	1.000	0.183
Procurement staff skills	1.000	0.362
Procurement staff integrity	1.000	0.711
Procurement staff code of conduct	1.000	0.802
Procurement staff knowledge on procurement regulation	1.000	0.569
Organisational Culture		
Organizational structure	1.000	0.839
Ethical practice in the organization	1.000	0.623
Top management support on implementation	1.000	0.805
Bureaucracy in the organization	1.000	0.566
Organizational systems of operation	1.000	0.748
Legislative Framework		
Adequacy of the guidelines provided in the legislative	1.000	0.616
Cooperation form the overseeing body (PPOA)	1.000	0.385
Agreement between internal policies and the law	1.000	0.609
Agreement between existing regulations and international best practices	1.000	0.624
Existing external legal environment	1.000	0.6
Implementation of Preference and Reservation Procurement Policy		
Allocation of adequate budget to the procurements targeted for preference and reservations	1.000	0.987
Review of adherence to the preference and reservations group	1.000	0.139
Frequent supplier appraisal of the preference and reservations groups	1.000	0.645
Supplier development of the preference and reservations groups through capacity building	1.000	0.705
Supplier development of the preference and reservations groups through financial support	1.000	0.987

Appendix IV: Professional Regulatory Bodies

No. Professional Regulatory Body
1. Architectural Association of Kenya (AAK)
2. Association of Consulting Engineers of Kenya (ACEK)
3. Association of Land Surveyors of Kenya
4. Chartered Institute of Arbitrators (CIARB)
5. College of Surgeons of East Central and Southern Africa (COSECSA)
6. Computer Society of Kenya (CSK)
7. Geological Society of Kenya (GSK)
8. Institute of Certified Public Accountants of Kenya (ICPAK)
9. Institute of Certified Public Secretaries (ICPSK)
10. Institute of Clerk of Works Kenya
11. Institute of Quantity Surveyors of Kenya (IQSK)
12. Institution of Surveyors of Kenya (ISK)
13. Insurance Institute of Kenya
14. Kenya Association of Radiologists
15. Kenya Dental Association
16. Kenya Institute of Bankers (KIB)
17. Kenya Institute of Building
18. Kenya Institute of Food Science and Technology
19. Kenya Institute of Management (KIM)
20. Kenya Institute of Planners (KIP)
21. Kenya Institute of Supplies Management (KISM)
22. Kenya Medical Association
23. Kenya Society of Physiotherapists
24. Kenya Veterinary Association
25. Law Society of Kenya (LSK)
26. Marketing Society of Kenya (MSK)
27. National Nurses Association of Kenya
28. Pharmaceutical Society of Kenya
29. Society of Radiography in Kenya

Source: Association of Professional Societies in East Africa (APSEA) (2018)