

**FACTORS INFLUENCING THE IMPLEMENTATION OF GOVERNMENT
HOUSING PROJECTS FOR KENYA POLICE SERVICE IN NAIROBI
COUNTY, KENYA**

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the Award of the Degree of Master of Arts in Project Planning and Management of
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DECLARATION

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

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DEDICATION

This research report is dedicated to my wife Margaret and our two children Ian and Ellyn who have been my constant source of inspiration.

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ABBREVIATIONS AND ACRONYMS

| | | |
|----------------|---|--|
| AfDB | : | African Development Bank |
| CSFs | : | Critical Success Factors |
| GOK | : | Government of Kenya |
| KNBS | : | Kenya National Bureau of Statistic |
| KPS | : | Kenya Police Service |
| LDCs | : | Least Developed Countries |
| NACOSTI | : | National Commission for Science, Technology and Innovation |
| NHC | : | National Housing Corporation |
| NPSC | : | National Police Service Commission |
| SPSS | : | Statistical Package for Social Sciences |
| U.S | : | United State |
| UN | : | United Nations |
| UNCHS | : | United Nations Center for Human Settlements |

ABSTRACT

There is strong dedication by the government in implementation of housing projects that meets the standards of civil servants however; the success of such projects requires strategic approaches that ensure use of resources in implementation of the housing projects. This study aimed to investigate factors influencing implementation of government housing projects in Kenya police service, Nairobi County. The study was conducted at Kenya police service Headquarters (focusing on three police stations: Central; Pangani and Ruai) and Ministry of Land, Housing and Urban Development. The study examined the influence of stakeholder involvement, funds availability, project planning and project team competence on implementation of the government housing projects in Kenya police Service, Nairobi County. The study was guided by the following objectives; to determine how stakeholder involvement influences implementation of government housing projects in Kenya Police Service, to examine how funds availability influences implementation of government housing projects in Kenya Police Service, to establish the influence of project planning on the implementation of housing projects in Kenya Police Service, to assess how project team competence influences the implementation of housing project in Kenya Police Service. This study applied descriptive research design. The target population for the study was three hundred (300) staff stationed both at the Kenya police service and the Ministry of Land, Housing and Urban Development (Department of Public works). The study used Krejcie and Morgan formulae to come up with a sample size of 169 respondents. This study employed stratified random sampling technique. The questionnaires were used to collect data from the target population. The data collected was analyzed using descriptive statistics such as frequency distribution, tables and figures. The study also used inferential statistics which involved coefficient of correlation, coefficient of determination and a multiple regression analysis to determine the relationship between the dependent and independent variables. This study found that project team takes time to plan time, cost and resources adequately; stakeholder involvement has been successfully achieved in ensuring effective project implementation. The study established that access to funding promotes effectiveness of KPS housing scheme and that funding improves the effectiveness of KPS housing scheme. The study found out that there was lack of proper channels to address the project planning. The study also found out that project team involved staff with adequate experience in large-scale procurement management intellectual property and legal issues. The study concluded that stakeholder involvement, funds availability, project planning and project team competence influence the implementation of housing projects in Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Housing is one of the principal sectors that spur economic growth. According to the United Nations Center for Human Settlements (UNCHS, 2009) access to housing is a basic human right that should be available to all individuals. However, nowhere would this be far from reality than in most cities of the developing world where housing for up to 50% of the public servants are commonly in squatter settlements or in poor housing. In the recent past, practically all authorities on housing provision in developing countries agree that the vast majority of shelter and housing for the middle and low-income groups is and will continue to be provided through the individual effort of people to develop their own houses. In most developing countries, a huge shortfall in housing provision means that the role of the individual housing development will continue to rise (Keivani, Mattingly and Majedi, 2005).

The process of project implementation, involving the successful development and introduction of projects in the organization, presents an ongoing challenge for managers. The project implementation process is complex, usually requiring simultaneous attention to a wide variety of human, budgetary and technical variables. In addition, projects are often initiated in the context of a turbulent, unpredictable and dynamic environment. Project implementation is the stage where all the planned activities are put into action, the project is produced and the performance capabilities are verified. A project is generally considered to be successfully implemented if it comes in on-schedule, comes in on-budget and achieves basically all the goals originally set for it and is accepted and used by the clients for whom it is intended (Mbaluku, 2013). To increase the chances of a project implementation it is necessary for the organization to have an understanding of what are the critical success factors, to systematically and quantitatively assess these critical success factors, anticipating possible effects, and then choose appropriate methods of dealing with them (Parker, 2002).

All over the world, most governments endeavour to incorporate an element of housing employees either in their consolidated pay packages or provide housing through support

programs that enable their employees to access decent houses at reasonable terms. A number of them have appreciated the necessity of providing accommodation for their workers in and around the work-site in the interest of efficiency as well as for securing a steady supply of labour. In America, government has committed in providing housing to its citizen example being, the federal government has used funds under the HOPE VI Program to tear down distressed public housing projects and replace them with mixed communities built in coordination with private partners (Hall, 2013).

China's housing policies experienced a drastic change in 1998 when the central government adopted housing project implementation policies to its employees through the former Danwei or employer-based system (Wang, 2011). According to government plans, the affordable housing system targeted at middle-income households was established to provide support to nearly 70% of employees. It also introduced housing cash subsidies to employees and set up a Housing Provident Fund-a compulsory housing savings system to provide subsidized loans to employed homebuyers. Low-rent public housing project is provided by the government to low-income urban households, while commercial housing is provided in the market to meet the needs and demands of high-income families as the top 15% of the economic spectrum that have access to mortgage financing (Wang, 2011) . This housing reform resulted in a vigorous and fast-growing urban housing market and greatly improved housing conditions for urban residents.

Only 30% of housing projects in Saudi Arabia, were successfully implemented within the scheduled completion dates and that the average time overrun was between 10% and 30%, however, over 70% of the projects were not successfully implemented as required (Al-Hejji and Assaf, 2006). Most of Malaysia government housing projects are not effectively implemented due to poor planning, poor site management and poor project design reveals a research by (Sambasivan and Soon, 2007). In India, the necessity of providing accommodation for their own employees specially in smaller towns or out of the way places has been long recognized by Governments, both Central and Provincial, and some housing activity of this description has been a regular feature throughout.

United Nations Projections Place, the world's most highly populated cities in the year 2000 will be located in least developed countries (LDCs). Of the top 16 mega cities" two

of them, Sao Paulo and Rio de Janeiro will have 42.1 million and 42.5 million people respectively in their metropolitan regions by 2030 (UN, 2015). These cities will reach these phenomenal population levels as a result of economic transformation in rural areas that continue to fuel migration to cities, and subsequent urban population growth. Ironically the demand for housing will rapidly increase resulting in mushrooming of informal housing settlements. The need for a housing reform will alleviate poor urban housing and upgrade housing projects (Taschner, 2007).

Africa is experiencing an explosive demographic growth combined with a rapid urbanization and in most African countries; the delivery of urban housing cannot be met by the supply (Odiyinka and Yusuf, 1997). This rapid and uncontrollable urbanization have forced most government to rethink on constructing houses for their civil servants and citizens. Nigeria government is one of the countries in the continents to embrace the idea of constructing houses to civil servants. Seven out of ten government housing projects suffer delays in their implementation. Housing project implementation depends largely on the effectiveness of the mechanism by which the housing sector is financed (Adedaju and Olotuah, 2012). This mechanism still remains largely unstructured and ineffective where raw materials for housing construction are expensive and long term credit are inadequate (El-Razek, 2008) found that delayed payments, coordination difficulty and poor communication were some of the factors influenced implementation of housing projects in Egypt. (Kaliba, Muya and Mumba, 2009) found that most of the government projects including housing projects in Zambia were not effectively implemented as planned due to delayed payments, construction mistakes, labour disputes and strikes.

In East Africa Uganda is facing an acute shortage of housing stock, a problem that is compounding each year where civil servants, particularly low income earners such as police, teachers and nurses are the victims of these challenge (World Bank, 2010). As such the government has recognized the need for quality and decent houses for its employees. Government has come up with programmes to supply housing units that are affordable to by lower middle-income Ugandan's, those with formal employment, but have preferred to leave the low income housing deficit to the international development

community to resolve through humanitarian and charity programs. The magnitude of the current housing deficit indicates how government has failed to effectively implement housing policies that states that every government employee should have access to decent house that is truly affordable by low-income earners.

In Kenya, the government commitment in providing decent house to the police officers is one way of reform in Kenya National Police in general. The government has shown its efforts to help its people, and employees to have decent and affordable housing. Housing Ministry also announced the Government's plan to have 250 acres of land set aside for the development of decent and affordable housing for the civil servants. These measures indicated strong dedication by the government in attaining decent and affordable housing for civil servants (GOK, 2007). A study conducted in 2005 established a housing shortfall of 27,000 among police services, while the number has grown over the years (McOpiyo, 2014). The findings were followed by a three-year rapid development response programme to address the issue. In the plan, 20 housing blocks would be set up in the first two years and the rest in 2008. However, the ambitious strategy suffered setbacks, with the Treasury financing a fraction of the units staggered over six years. The National Police Service Commission in 2014 announced plans to construct houses for all police officers in the country in a project to be carried out by National Housing Corporation. The commission admitted that there was a housing crisis in the police force a situation that was affecting service delivery.

A strategy of government intervention with the construction of units as well as the provision of infrastructure and services is a recurring theme in all the development plans. However, the actual supply of housing has always fallen short of market demand and, particularly, of the needs of urban poor. A review of the overall housing policy articulated in sessional paper No. 5 has been on-going since 1981. But the process is still not complete. Recently, the government published a National Report and Action Plan on shelter and human settlement. The stated goal of the policy framework is to provide adequate shelter for all Kenyan citizens and sustainable human settlements in the context of an urbanizing world. However, the goal of adequate shelter for all remains more a

statement of social and political intention than a feasible objective in the foreseeable future (GoK, 1993).

Some police officers were living in poor a condition which has forced the government to start 44 pilot housing units at Ruai Police Station where the National Housing Corporation is constructing houses for police officers before the programme is rolled to other areas (McOpiyo, 2014). The government set aside KShs. 2 billion for construction of more than 2,000 housing units for police officers.

The ministry of Lands, Housing and Urban Development requested for more funds to be set aside Kshs. 1.3bn (US\$14m) for construction of housing units for police officers by end of year 2015. The ministry pointed that police needed better housing than other civil servants in the country where most of the police in the country have been living in a deplorable conditions at times forced to share one unit almost two-three families (McOpiyo, 2014).

Government, local authorities and development agencies can play an important role to ensure that these changes in housing projects are fully implemented. The inclusion of tenants in processes of designing, planning and implementing shelter programmes will have to begin by restructuring local authority systems and reorienting urban planning and housing away from authority-driven processes towards processes of inclusion by participation (Lamba, 1994).

Statistics from NPSC indicates that 3,980 new police houses have been set up across the country in the last nine years while 1,143 more units are ongoing (NPSC, 2014). NPSC further notes that the National police service requires 40,000 housing units to meet demand for its officers through construction, leasing or purchase. In another statement by the Ministry of Housing and Urban Development together with interior ministry, there are plans for constructing of 79,000 units for national police and prison service. With Kenya's housing deficit of about 150,000 units per year, the government through NHC aims to bridge this by developing at least 10,000 units in the next five years that would serve more civil servants.

The government is committed in providing decent houses to the police officers which is a reform in Kenya National Police in general. The government has shown its efforts to help its people, and employees to have decent and affordable housing. Housing Ministry also announced the Government's plan to have 250 acres of land set aside for the development of decent and affordable housing for the civil servants. These measures indicated strong dedication by the government in attaining decent and affordable housing for civil servants (GOK, 2007).

1.2 Statement of the Problem

There is strong dedication by the government in implementation of housing projects that meets the standards of civil servants, however, the success of such projects requires strategic approaches that ensure use of resources in implementation of the housing projects (GOK, 2007). Some police officers are living in poor housing facilities provided by the Government, while others alternatively, rented from private persons (McOpiyo, 2014). This is one of the factors which attributed to the low morale in the Kenya Police Service. A high number of the Kenya Police Service uniformed staff lacked proper and decent housing (Nyambura, 2012).

A study conducted on determinants of successful delivery of housing construction projects in Ministry of Housing in Nairobi, found that funding was a critical factor in the success of a public project implementation and that such projects must have clear funding structures for the projects to succeed (Owoko, 2013). Beneficiary involvement is paramount in projects implementation according to (Waweru, 2011), Even though, minor decisions and emergency situations are generally not appropriate for stakeholder participation, a complex situation with far-reaching impacts warrant stakeholder involvement and when done proactively, rather than in response to a problem, helps to avoid problems in the future.

Despite the government's commitment in delivering decent housing in the Kenya Police Service, efficient and effective implementation of these projects remains a major challenge. The previous research on staff housing clearly points out that there is a need to investigate factors which affects implementation of government housing in Kenya. In addition various studies undertaken on government housing by various researchers, none

of the studies have particularly addressed the factors influencing implementation of government housing in Kenya specifically in the National Police Service, Nairobi County. This has created a significant information gap and therefore forms the basis for this study.

1.3 Purpose of the Study

The purpose of this study was to investigate factors influencing implementation of government housing projects in Kenya Police Service, Nairobi County

1.4 Objectives of the Study

The objectives of this study were;

- i. To determine the influence of stakeholder involvement on implementation of government housing projects for Kenya Police Service.
- ii. To examine the influence of funds availability on implementation of government housing projects for the Kenya Police Service.
- iii. To establish the influence of project planning on implementation of government housing projects for the Kenya Police Service.
- iv. To assess the influence of project team competence on the implementation of housing project for Kenya Police Service.

1.5 Research Questions

The main research questions that were addressed in this research are:

- i. How does the stakeholder involvement influence the implementation of housing project for Kenya Police Service?
- ii. How does funds availability influence the implementation of housing project for Kenya Police Service?
- iii. How does project planning influence the implementation of government housing projects for the Kenya Police Service?
- iv. How does a project team competence influence the implementation of housing project for Kenya Police Service?

1.6 Significance of the Study

The results of this study might be of great help to the government in evaluation of performance of housing projects. This might help in making effective and efficient decision by project managers.

The findings of this study might also benefit the Ministry of Land, Housing and Urban development as well as the Ministry of Interior and Coordination of National Government. By using analyzed results, finance department, tender committee members in police force, departments of public works and planning (under ministry of land, housing and urban development) were clearly able to understand the factors influencing implementation of housing project in the service and design appropriate solutions in dealing with the challenges facing the implementation of housing project with the aims of solving the housing problem in the service.

The findings might also provide a platform that could be used for future research. Results of the research might inform not only whether the program is effective, efficient and sustainable but also determine if it meets the customer satisfaction.

1.7 Limitations of the Study

Kenya police being a national body in charge of law enforcement in Kenya, the sensitivity of disclosing some kind of information might create limitations to the study. The respondents were assured confidentiality in that the data that were collected shall only be used for academic purposes only. In addition, the researcher sought permission to proceed with the study particularly on data collection.

Respondents might develop negative attitude arising from their ignorance. This situation may lead to wrong data being collected or sourced for the study. To alleviate against this, the researcher intended to develop a rapport with the respondents, exercise patience and offer clear clarification to the significance of conducting the study.

Another limitation was the uncertainty in accessing relevant data based on the study objectives. This limitation might arise as from the bureaucratic nature of the organization of Kenya National Police Service. The government entities have bureaucratic structures and operates on closed systems whereby information considered sensitive may not be

provided to the public. To mitigate this, the researcher sought prior consent from the relevant authorities to conduct the study at the Kenya police and the Ministry of Lands with the possibility of gaining access to all the offices and data banks.

1.8 Delimitation of the Study

The study involved the study of the Kenya police service and the Ministry of Lands, Housing and Urban Development. I engaged the ministry because the contractors and project managers for the police housing projects are staff from the ministry. The targeted population of study was limited to the following Police stations; Ruai, Pangani and Central Police in Nairobi City County and limited to the staff in the Ministry who are involved in planning, Project management and tender committee members. The police officers and staff from the ministry are expected to have adequate information on the factors influencing implementation of government housing projects in Kenya Police Service.

1.9 Basic Assumptions of the Study

The researcher assumed that the respondents were honest, cooperative, factual (objectivity) and trustworthy in their response to the items in research instruments and were available to respond to the research instruments in time. The questionnaires used gave precise data and that the element of biasness was never set in during the data collection and analysis. It was also the assumption of the researcher that the authorities in the ministries and departments targeted granted the required permission to collect data from employees. The study further assumed that there were no serious changes in the composition of the target population that could affect the effectiveness of the study sample.

1.10 Definition of Significant Terms

Housing Project: This implies a government-subsidized housing development with relatively low rents.

Project Implementation: it is the phase where visions and plans become reality. This is the logical conclusion, evaluating, deciding, visioning, planning, applying for funds and finding the financial resources of a project.

Project: It is a planned set of interrelated tasks to be executed over a fixed period and within certain cost and other limitations.

Implementation: is the action that must follow any preliminary thinking in order for something to actually happen.

1.11 Organization of the Study

This research is organized in five chapters. Chapter one covers background of the study, the statement of the problem, objectives, research questions, the significance of the study, limitations and delimitations of the study. The chapter also shows the significance, limitations and delimitations of the study. Chapter two encompasses the literature review on the various aspects concerning government housing projects implementation and theories relevant to the study. Chapter three covers the research methodology and comprises of the introduction, research design, the target population, the sample size and sampling procedure, data collection instrument and data analysis as well as verifying validity and reliability. Chapter four presents the empirical findings of the study. In addition, the chapter presents the analysis of the data and presentation and interpretation of the results. Chapter five covered the summary and discussion of the researcher's findings, conclusion and recommendations for future research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers contributions from other scholars on factors influencing implementation of government housing projects. The chapter is structured into theoretical review, empirical review, critique of literature and it then summarizes the literature as reviewed and ends with the development of the conceptual framework from the study variables.

2.2 Implementation of Government Housing Projects

Housing environment is not only about residential surroundings, but also presents the attitudes towards lifestyle. An environment of high quality conveys a sense of well-being and satisfaction to its population through characteristics that may be physical (housing style and condition, landscaping, available facilities), social (friendliness of neighbours, ethnic, racial, or economic composition), or symbolic (sense of identity and prestige values. According to (Oduwaye, 2012) housing is one of the best indicators of a person's standards of living and his place in society. It is a symbol of status, a measure of his achievement and social acceptance, an expression of his personality and a barometer that seems to indicate in a large measure the way the individual perceives himself and how he is perceived by the larger society. So basic is the need for housing that, employers all over the world endeavour to incorporate an element of housing either in their consolidated pay packages or provide housing or support programs that enable their employee's access decent housing at reasonable terms.

Government intervention in the housing sector can take many forms (Zhang and Wong, 2011). The common approaches are regulation, subsidies and direct provision. The most common one is regulation. Regulation may involve direct control or prohibition of certain actions and the use of incentives and disincentives through charges, subsidies and other measures to guide the behaviour of private firms and individuals to achieve socially desirable outcomes. According to National housing policy limited access to finance is a major limiting factor in housing development. The sources of funds for shelter are few and the lending institutions have not really reached some target groups. Inappropriate

fiscal policies on real estate financing, inability to finance house loans to groups, low affordability due to poverty, high interest rates on mortgages, absence of graduated payments of mortgages and lack of access to the large deposits of retirement benefit funds have hindered the development of the housing sector.

In Kenya the gap between demand and supply for housing continues to widen in the country. The estimated housing demand in urban areas is approximately 150,000 units per year yet the current supply is about 30,000 units (Hass, 2013). The total value of new private and public buildings completed went up by 9.6 per cent from KSh 46.4 billion in 2011 to KSh 50.8 billion in 2012. The recurrent problems of time and cost overruns those are widely prevalent in the public sector construction projects (Mwandali, 2009, Musa, 2010 and Karimi, 2011).

2.3 Stakeholder Involvement and Implementation of Government Housing Projects

A stakeholder is an interested party to the project. They are people or organizations that are impacted by the project, contribute in some way to the project or just have an interest in the project. There are a wide number of stakeholders and each have their own needs and need to be engaged in a way relevant to them at each stage (PII, 2011).

The success or failure of a project is directly related to its goals and objectives which form the baseline to measure the degree of success or failure. However, there is no simple success or failure of a project because successes do not meet all stakeholders' expectations and failures provide some benefits albeit perhaps at a cost that is more than expected (Cleland, 2006). Almost any person or organization with an interest in a project can be termed a stakeholder. Each project has its own unique set of stakeholders. The type and interest of a stakeholder are of great interest to the project manager since they enable him to use these to the greatest benefit of the project. It is therefore important that he carries out a stakeholder analysis to list, classify and assess the influence of the stakeholders (Albert, 2007).

From a project management perspective, stakeholder engagement is likely to have considerable impact on how implementation of a project unfolds. Because the cooperation of many stakeholders is needed to ensure the management strategy

evaluation model of a project is actually used to assist with decision-making, and because, if used, the model influenced decisions affecting the lives and livelihoods of many different people, a stakeholder engagement process is needed if the project is to be both successful and ethically sound (Freeman, 2007). The composition, influence, knowledge, motivations and actions of stakeholders are ‘turbulent’, meaning they differ for any given place and for any given time, with groups forming complex and ever-changing webs of relationships which are inherently uncertain.

Human relations, trust and mutual understanding, which are preconditions for cooperation are not obtained in a one-off effort, but take time and repeated reciprocal interaction to develop (Pretty, 2007). Pinning down stakeholder systems can also be frustrated by the fact that the modellers themselves affect the stakeholder system – as soon as they begin engaging, stakeholders’ perceptions, knowledge and actions begin to change in response. Very few actions in an engagement process can be performed and ticked off as planned: most need to be repeated, improved, and in some cases, discarded and replaced during the overall process.

The stakeholders includes Communities living around the project, Project visitors, area land owners implementing agencies, technical assistance providers, funders, government departments and local government/administration departments (PII, 2011). According to a study by (Allen and Chudley, 2013) involving the stakeholders in implementation of a project it will result in selling user-centred design to your clients. This may result to better products which works better for its intended purpose you also learn cheaper approaches to fix problems, less risk approaches which will result in products with a lower risk of failure, approaches to deliver to deadline and avoid scope creep. It is also insightful in uncovering opportunities which differentiate products to gain competitive advantages.

2.4 Funds Availability and Implementation of Government Housing Projects

In many countries and especially the developing countries, housing finance often remains limited. It is unlikely that conventional sources of funds will be available for investment on the scale needed to meet the projected demand for urban infrastructure and housing. Most poorly-performing countries continue to face deficits in public budgets and weak

financial sectors, and the contribution of official development assistance to the shelter sector is generally insignificant (UNHABITAT, 2008). According to (Keivan, Mattingly and Majedi, 2005) organizations require finance for both short and medium to long term requirements and the financing is usually matched with the funding requirements. Longer term finance (longer than one year) is usually used to fund capital investment in fixed assets and other longer term projects. Short term finance (shorter than one year) is usually used to fund the organizations requirements for working capital.

Limited access to finance is a major limiting factor in housing development. The sources of funds for shelter are few and the lending institutions have not really reached some target groups. Most governments especially in the developing countries hope to fund housing through sourcing finance from local citizens which is most of the time achieved through taxes. A report by (UNHABITAT, 2008) on Financing Urban Shelter: Global Report on Human Settlements 2005 examines the challenges of financing urban shelter development, focusing on the shelter needs of the poor and within the overall context of the United Nations Millennium Development target on slums. The report shows that mortgage finance has been expanding during the last decade and is increasingly available in many countries, which was not the case 20 years ago. New mortgage providers have emerged, including commercial financial institutions and mortgage companies. However, the report emphasizes that only the middle and upper income households have access to such finance while the poor are generally excluded. The report further highlights the continuing and necessary contribution of the public sector towards financing shelter for the urban poor, as many households, even in developed countries, cannot afford home-ownership or market rents (UNHABITAT, 2008). However, each country faces unique challenges in managing housing loans schemes. It is a fact that the health of most housing schemes will depend on economic stability. A good example of the how economy influences stability of government projects is the case of America especially during the most recent economic crises in 2008.

A report by U.S. Department of Commerce Economics and Statistics Administration for the Office of the Vice President of the United States on Middle Class Task Force, 2010 established that it is more difficult now than in the past for many people to achieve

middle class status because prices for certain key goods such as health care, college and housing. The cost of the mentioned basic requirements has gone up faster than income. Further the report established that, many families, particularly those with less income, found it difficult to afford housing in decent places. These costs vary among families depending on a variety of factors. Geographic location matters since housing prices throughout the country vary considerably. There are also other trade-offs families make in selecting affordable housing. For example, many urban families must choose between living in the far suburbs with long commuting times in exchange for a larger house at a given price versus living closer in but with less living space. Others choose between lower down payments and higher monthly mortgage costs.

2.5 Project Planning and Implementation of Government Housing Projects

Physical planning includes the scheduling of the project's tasks in terms of time while financial planning shows the required cash flow for each time period (Zwikael and Saleh, 2006). Regular plan review should focus more on the role level rather than the activity level. This approach is said to increase the planning of a project which will lead to better completion results. The Gantt chart is the commonly used planning tool on projects.

In the construction industry planning is a complex and challenging task and there is an increasing need for a more comprehensive view in the projects. When describing planning in construction the definition varies depending on who is asked. A couple of examples of what planning can be is; flow of material plans, weekly planning meetings, resource planning, work preparation etc (Friblick and Olsson, 2009). To simplify how planning is conducted in a construction project, it can be described as a process where the planner tries to identify the required activities for reaching a predetermined result (Hendrickson 1998). E.g. contractors often start with a description of what the building will look like and then try to reason backwards to be able to generate the required activities to reach the desired result (Friblick and Olsson, 2009).

The planning process also involves estimation of required resources, estimation of the duration of tasks and identification of possible interactions between different tasks. However there are no guarantees that a plan will not be interrupted no matter how much effort and time that are put into it (Maylor, 2005). Another aspect that needs to be

considered is the uncertainties there might be in the project work and in the project planning. Laufer et al. (1999) found that uncertainty is one of the major factors that influence project performance and determine its ultimate success. Uncertainty can be defined as a situation in which there are no historic data or previous history relating to the situation being considered by the decision maker (Flanagan and Norman, 1993). Each plan is based on presuppositions with a certain amount of uncertainty (Maylor, 2005).

The uncertainties can take different shapes in the project. It can be the environment that it is built in, the resources that need to be allocated or in the scheduling that changes from day to day. The construction projects are built with a complex dynamic and in uncertain environments and this highlight the need for effective planning and scheduling tools (Bruni et al., 2011). The uncertainty is a result from the increasing demands for project speed, greater environmental awareness and greater community impact on the decisions that affect the quality of life (Laufer et al., 1999). When the uncertainties have been identified a suitable strategy to handle the risk needs to be established (Bruni et al., 2011). Risk management is often referred to when talking about uncertainties in construction. It can be divided into three main areas; identification, quantification and response control or mitigation (Maylor, 2005).

In the identification phase the objective is to identify the key risk symptoms as they are likely to be indicators that something is going wrong in the project. Moreover asking external sources, checking key assumptions and doing a TCQ (Time, Cost, Quality) analysis for expert input are ways of getting input on the risk symptoms. The quantification of risk management is assessing how likely the event is to occur, determining the extent of the effect on the activity and the last factor is identifying how easy it is to hide a part of the project that is going bad. Finally response control/mitigation factor is trying to reduce the effects of the risks or the likelihood of the risks occurring.

2.6 Project Team Competence and Implementation of Government Housing Projects

An important, but often overlooked, aspect of the implementation process concerns the nature of the personnel involved. In many situations, personnel for the project team are

chosen with less-than-full regard for the skills necessary to actively contribute to implementation success (Adedeju and Olotuah, 2012). It is important that the implementation be well managed by people who understand the project. In addition, there must exist adequate technology to support the project; technical tasks refers to the necessity of not only having the necessary personnel in the implementation team, but ensuring that they possess the necessary technical skills and have adequate technology to perform their tasks. According to (Nallathiga and Kumar, 2012) project success is determined by the relationship between design team , its leader, the resourceful and knowledgeable professional team ensuring that the client's requirement brief is thorough, properly implemented and monitored. The project team in the real estate development/ construction industry is that group of construction professionals and personnel from one or more organizations who combine to fulfil necessary design, detailing and construction functions comprising a construction project.

Effective project teams are made by combining skills, experience, motivation, teamwork and sense of urgency into a clear project structure and set of accountabilities (Nallathiga, et al., 2012). Forming a project team should be a deliberate act where people are considered in terms of the skills and experience they bring and their motivation to participate and contribute to the project as an active member of the team. In addition, they must be committed to the project objectives and have a clear sense of urgency and accountability to get things done as and when needed. The performance of the team depends to a large extent on the skills and experience of several key project team leaders: including the client representative, the design team leader, and the construction team leader. A strong tendency of clients is to employ some form of internal project management set-up coupled with the extensive use of consultants. This set up normally takes the form of the client's project manager.

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project manager works on behalf of the client and would be involved with the client right from inception, through feasibility stage, design stage, etc, to completion of the project. Their roles and responsibilities are crucial to the success of a construction project. The project manager's goal, commitment and technical capabilities would bring about significantly different project outcomes. High construction team performance results in high construction time performance and low construction team performance results in low construction time performance (Nallathiga et al., 2012).

Interest in project management competence stems from the very reasonable and widely held assumption that if people who manage and work on projects are competent, they will perform effectively and that this will lead to successful projects and successful organizations (Smith, 2010). Competence is generally accepted, however, as encompassing knowledge, skills, attitudes and behaviours that are causally related to superior job performance. (Spencer, 1993) stated that professional competence in project management is attained by combination of knowledge acquired from training and its subsequent application and other skills developed in the course of work.

2.7 Theoretical Review

A theory is a set of assumptions, propositions, or accepted facts that attempts to provide a plausible or rational explanation of cause-and-effect (causal) relationships among a group of observed phenomenon. A theoretical framework on the other hand is a group of related ideas that provides guidance to a research project or business endeavour. In this section, the focus is on various theories under which the study is underpinned. It specifically focus on system theory, co-evolutionary theory and classical theory.

The majority of existing classification models in project implementation tend to be normative in nature. Alternatively, they are developed from organizational observation, and as such, become context specific and frequently lack any broader theoretical grounding. In contrast (Bourgeois, 1984) model is comprehensive and based on specific theoretical assumptions and has been used by authors. It refutes the traditional approach to project implementation as simply as an addition to the strategy formulation phase of the strategy process. Rather, they contend that project implementation evolves either from a process of winning group commitment through a coalitional form of decision-

making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture.

2.7.1 Theory of Project Implementation

The theory of project implementation was a mastery of Fugate and Knapp in the mid-1990. (Fugate and Knapp, 1996) asserted that over reliance on the theoretical aspects is the single most important factor distinguishing a profession from a craft. (Koskela and Howell, 2002) argue that the theory was practiced today rests on an implicit and narrow theory that explains the other concerns of project management such as frequent project failures, lack of commitment towards project management methods and slow rate of methodological renewal. Thus an explicit theory is the crucial and single most important issue for the future of the project management profession.

Implementation is a series of steps taken by responsible organizational agents to plan change process in order to elicit compliance needed to install changes (Nutt, 1996). Project managers employ project implementation theory to make planned changes in organizations by creating environments in which changes can survive, and be rooted. However, procedural steps in project implementation have been difficult to specify since project implementation is universal. In line with project implementation theory, (Slevin and Pinto, 1987) posit that to successfully implement.

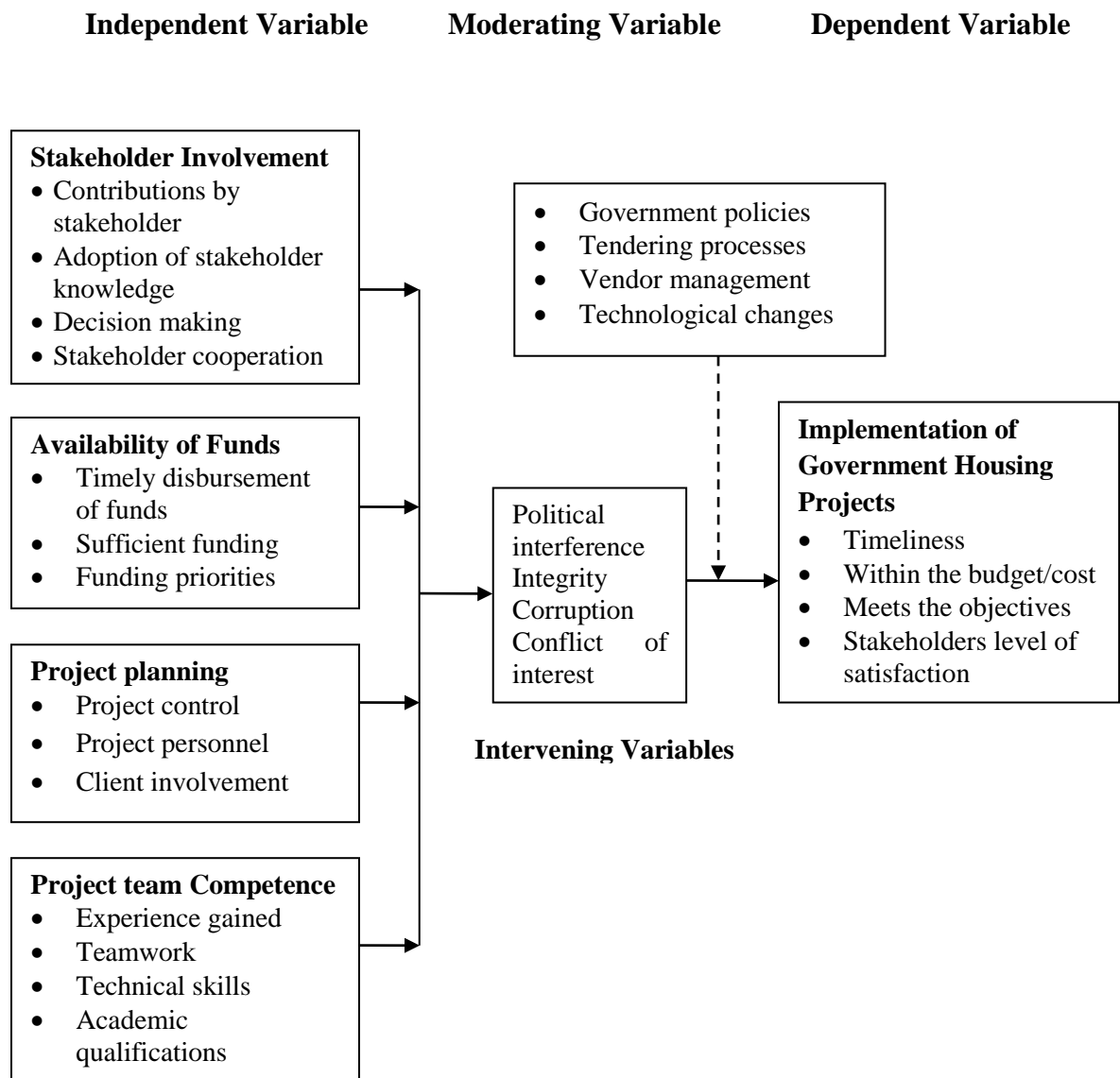
2.7.2 System Theory

Systems theory is an interdisciplinary theory about every system in nature, in society and in many scientific domains as well as a framework with which we can investigate phenomena from a holistic approach (Capra, 1997). Systems thinking comes from the shift in attention from the part to the whole (Jackson, 2003) considering the observed reality as an integrated and interacting unicum of phenomena where the individual properties of the single parts become indistinct. In contrast, the relationships between the parts themselves and the events they produce through their interaction become much more important, with the result that “system elements are rationally connected” towards a shared purpose (Golinelli, 2010). The systemic perspective argues that we are not able to fully comprehend a phenomenon simply by breaking it up into elementary parts and then reforming it; we instead need to apply a global vision to underline its functioning.

Although we can start from the analysis of the elementary components of a phenomenon, in order to fully comprehend the phenomenon in its entirety we have to observe it also from a higher level: a holistic perspective (Von, 1968). Systems theory encompasses a wide field of research with different conceptualizations and areas of focus (Cristina, 2010). Specifically, within management and marketing, a number of authors and scholars have adopted – implicitly or explicitly – a vision of organizations as systems with the aim of analyzing the relationship between organizations and their environment

2.8 Conceptual Framework

Figure 2.1: Conceptual Framework



In this study, the dependent variable is government implementation of housing project while independent variables are stakeholders' involvement, fund availability, project planning and project team competence. The intervening variable is the political factors while the moderating variable is the government policies. Framework refers to the main structure or skeleton that not only gives form and shape to the whole system, but also supports and holds together all the other elements in a logical configuration. In this research, the conceptual framework is the concise description of the phenomenon under study accompanied by visual depiction of the variables under study.

2.9 Knowledge Gap

A study on “Factors influencing completion of selected Kenya police service housing projects in central Kenya” carried out by (Ringera, J. K. 2015) found out that all police service housing projects in central region were not completed. Some causes of delay in completion was the delay by the government in releasing the required funds. The study also established that there was unfavourable projects prioritization negatively. While the study concentrated on the government funding factor, this study integrates more factors which include stakeholders involvement, project team competence and availability of funds as factors influencing the implementation of government housing projects in Kenya police service in Nairobi county, Kenya.

This study was as well driven by the findings of a study on “Influence of employee welfare projects on police officers' motivation to work: a case of police housing project in Nairobi County, Kenya, (Gitonga, 2015). It concluded that there is an urgent need for the government of Kenya to construct more police houses near police officers workplace and consider the geographical location in relation to transport network, schools, medical facilities and urban services. Therefore this study will carefully find out factors influencing the implementation of government housing projects in Kenya Police Service in Nairobi County.

A study on “Housing Allowances for Government Employees in the Namibian Public Service; a case study of Khomas region” (Shilongo, 2015) established housing shortages in developing countries in this 21st century. It also found out shortage for housing

development among other factors affecting Government employees which was a key input to this study.

The above research findings by different scholars played a key role in informing the study at hand by pointing out that there have been challenges in Government employees housing implementation and hence the need to find out how the highlighted factors could be affecting the implementation of such projects.

2.10 Summary of Literature Review and Knowledge Gap

The literature under review discusses previous studies done by other scholars in relation to factors influencing implementation of government housing projects in Kenya with focus to Kenya Police Service. A project is generally considered to be successfully implemented if it comes in on-schedule, comes in on-budget and achieves basically all the goals originally set for it and is accepted and used by the clients for whom it is intended (Mbaluku, 2013). According to the United Nations Center for Human Settlements (UNCHS, 2009) access to housing is a basic human right that should be available to all individuals.

From the available literature, housing project implementation depends largely on the effectiveness of the mechanism by which the housing sector is financed (Adedeju and Olotuah, 2012). This mechanism still remains largely unstructured and ineffective where raw materials for housing construction are expensive and long term credit are inadequate (El-Razek, 2008) found that delayed payments, coordination difficulty and poor communication were some of the factors influenced implementation of housing projects. The magnitude of the current housing deficit indicates how government has failed to effectively implement housing policies that states that every government employee should have access to decent house that is truly affordable by low-income earners. A study conducted in 2005 established a housing shortfall of 27,000 among police services, while the number has grown over the years (McOpiyo, 2014) theory, according to (Lewin, 1999) states that as firms grow and evolve from small to larger and multidivisional organizations, the strategy implementation methods also evolve simultaneously. The majority of existing classification models in project implementation tends to be normative in nature.

Alternatively, they are developed from organizational observation, and as such, become context specific and frequently lack any broader theoretical grounding. Systems theory is an interdisciplinary theory about every system in nature, in society and in many scientific domains as well as a framework with which we can investigate phenomena from a holistic approach (Capra, 1997). Systems theory encompasses a wide field of research with different conceptualizations and areas of focus. Finally, the study showed gap that the study intended to bridge, the study pointed that despite the government's commitment in delivering decent housing in the Kenya Police Service, efficient and effective implementation of these projects remains a major challenge. Thus the study aimed to investigate factors influencing implementation of government housing projects in Kenya with focus to Kenya Police Service in Nairobi County.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains the methodology that was used in the data collection analysis. Specifically the chapter contains the study design, the target population, the sample size, and sampling procedure a. The chapter also contains the data collection methods, validity and reliability of the instruments, data analysis techniques, ethical considerations and operational definition of variables.

3.2 Research Design

Research design is the scheme, outline or plan that was used to generate answers to research problems. According to (Kothari, 2008) descriptive survey research design is a type of research used to obtain data that can help determine specific characteristics of a group. A descriptive survey involves asking questions in the form of a questionnaire of a large group of individuals either by mail, by telephone or in person. The main advantage of descriptive survey research is that it has the potential to provide a lot of information obtained from quite a large sample of individuals. This study employed descriptive research design. Open and close-ended question was used to express the respondents' opinions.

3.3 Target Population

Target population as described by Borg and Gall, (2009) is a universal set of study of all members of real or hypothetical set of people, events or objects to which an investigator wishes to generalize the results. The target population in this study was made up of 300 respondents. The respondents comprised of Police officers (Ruai, Pangani and Central police stations), project managers/contractors and tender committee members. This is because they were expected to have some information on factors affecting the implementation of government housing projects.

Table 3.1: Target Population of the Study

| Category of Population | Population | Percentage |
|---|-------------------|-------------------|
| Police officers (Ruai, Pangani and Central police stations) | 90 | 30 |
| Project managers/contractors/tendering committee members | 210 | 70 |
| Total | 300 | 100 |

3.4 Sample Size and Sampling Procedure

A sample is a small portion of a target population. Any statement made about the sample should also be true of the population. If the population from which a sample is to be drawn does not constitute a homogenous group, then stratified sampling technique is applied so as to obtain a representative sample (Orodho, 2002).

3.4.1 Sample Size

Sample size was determined by use of Krejcie and Morgan's (1970) formulae.

$$s = \frac{X^2 NP(1-P)}{d^2 (N-1) + X^2 P(1-P)}$$

Where;

s is the required sample size

X^2 is the table value of chi-square for 1 degree of freedom at the desired confidence level (0.05 = 3.841)

N is the population size

P is the population proportion (assumed to be 0.50)

d is the degree of accuracy expressed as proportion (0.05)

$$s = \frac{3.841 (300) (0.5) (1-0.5)}{(0.05)^2 (300-1) + 3.841 (0.5) (1-0.5)}$$

$$s = 169$$

Therefore the sample size becomes 169 respondents.

Table 3.2: Sample Size

| Category of Population | Population | Sample size | Percentage |
|---|-------------------|--------------------|-------------------|
| Police officers (Ruai, Pangani and Central police stations) | 90 | 51 | 30 |
| Project managers/contractors/tendering committee members | 210 | 118 | 70 |
| Total | 300 | 169 | 100 |

3.4.2 Sampling Procedure

The sampling procedure described the list of all population units from which the sample was selected (Cooper, 2011). This study employed stratified random sampling technique. This was preferred since the population of the study can be categorized into strata with each stratum being studied without interfering with other categories. These categories were police officers, tender committee members, project managers and contractors.

3.5 Research Instruments

The study used a questionnaire to collect primary data. The questionnaires were used to collect data from the selected staff. Questionnaires are appropriate for studies since they collect information that is not directly observable as they inquire about feelings, motivations, attitudes, accomplishments as well as experiences of individuals (Mellenbergh, 2008). The questionnaire comprised of both open and close-ended questions. Saunders, (2003) stated that a questionnaire is useful in obtaining objective data because participants are not manipulated in any way by the study. According to Saunders (2003) questionnaires have the added advantage of being less costly and using less time as instruments of data collection.

3.6 Pilot Study

The questionnaires were reviewed by the researcher's professional peers and the research supervisor and then tested on a small pilot sample of respondents with similar characteristics as the study respondents. The pilot sample consisted of 30 respondents from Ministry of Land, Housing and Urban Development and Kenya Police Service. The piloting sample should be 1 to 10% of study sample depending on the study sample size.

The collected data were reviewed to test for validity and further entered into SPSS to test for reliability.

3.6.1 Validity of the Research Instruments

Validity is the quality of a data gathering instrument that enables it to measure what it is supposed to measure. Validity is about whether one can draw meaningful and useful inferences from scores on the instrument (Creswell, 2003). To ensure content validity, the instruments were reviewed by the research supervisors and other research experts. Content validity yields a logical judgment as to whether the instrument covers what it is supposed to cover. Content validity ensures that all respondents understand the items on the questionnaire similarly to avoid misunderstanding. Response options were provided for most of the questions to ensure that the answers given are in line with the research questions they are meant to measure.

3.6.2 Reliability of Research Instruments

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trial (Creswell, 2003). A construct composite reliability coefficient Cronbach alpha of 0.6 or above, for all the constructs, was considered to be adequate for this study. The acceptable reliability coefficient is 0.6 and above (Rousson, Gasser and Seifer, 2002). Cronbach Alpha was used to test the reliability of the research instrument. The study pilot results had a Cronbach's Alpha of 0.8104, thus the instruments were considered to be reliable.

3.7 Data Collection Procedure

The researcher first obtained an introduction letter from the University of Nairobi before acquiring a NACOSTI permit to allow him collect data from the field. The researcher engaged three research assistants who assisted in data collection. The research assistants were taken through training to clearly understand the research instruments, purpose of the study and ethics of research. The researcher and research assistants administered the questionnaires to the respondents face to face.

3.8 Data Analysis Techniques

Data was cleaned, coded, entered and analyzed using Statistical Package for Social Science (SPSS, Version 21.0). SPSS was used because it is fast and flexible and provides more accurate analysis resulting in dependable conclusions. Data processing implies editing, classification, coding, and tabulation of collected data so that they are amenable to analysis (Kothari, 2007). The data was analyzed according to variables and objectives of the study. Descriptive statistics were used to analyze, present and interpret data. Descriptive statistics involved use of frequency distribution tables and cross tabulation which was used to generate values between dependent and independent variables used in the study. Qualitative data was analyzed in prose form to establish patterns, trends and relationships while quantitative data was analyzed using descriptive statistics such as frequency distribution tables and figures. The study also conducted inferential statistics which involved coefficient of correlation, coefficient of determination and a multiple regression analysis which was used to determine the relationship between the dependent and independent variables.

The multiple regression model to be used was;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: **Y** is the dependent variable (project implementation),

β_0 is the regression coefficient/constant/**Y**-intercept,

β_1 , β_2 , β_3 and β_4 are the slopes of the regression equation,

X_1 is stakeholders' involvement

X_2 is funds availability,

X_3 is project planning,

X_4 is project team competence,

ε is an error term normally distributed about a mean of 0 and for purpose of computation, the **ε** is assumed to be 0.

3.9 Ethical Considerations

While conducting the study, the researcher ensured that research ethics were observed. Participation in the study was voluntary. Privacy and confidentiality was observed. The objectives of the study were explained to the respondents with an assurance that the data provided was used for academic purpose only.

3.10 Operational Definition of Variables

Table 3.3 shows the variables in the study, their indicators, how they were measured and the data analysis technique used.

Table 3.3: Operationalization of Variables

| Objectives | Independent Variables | Indicators | Measurement Scale | Type of analysis | Tools of analysis |
|--|-------------------------|---|---------------------|----------------------------|---|
| To determine how stakeholder involvement influences implementation of government housing projects in Kenya Police Service. | Stakeholder involvement | -Contributions by stakeholder -Adoption of stakeholder knowledge -Decision making -Stakeholder cooperation | Nominal and Ordinal | Descriptive and Regression | Frequency distribution tables, Tabulation and percentages |
| To examine the influence of funds availability on implementation of government housing projects in Kenya Police Service. | Availability of Funds | <ul style="list-style-type: none"> ● Insufficient of funds ● Timely disbursement of funds ● Budgetary allocation ● Funding priorities | Nominal and Ordinal | Regression | Frequency distribution tables, Tabulation and percentages |
| To establish the influence of project planning in the implementation of housing project in Kenya Police Service | Project planning | <ul style="list-style-type: none"> ● Resource management ● Time management | Nominal and Ordinal | Regression | Frequency distribution tables and percentages |
| To assess how project team competence influences the implementation of housing project in Kenya Police Service. | Project team Competence | <ul style="list-style-type: none"> ● Experience gained ● Teamwork ● Technical skills ● Academic qualifications ● Regular trainings | Nominal and Ordinal | Regression | Frequency distribution tables, Tabulation and percentages |

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter covers Data Analysis, presentation and interpretation of the general information of the respondents which includes the study of the respondents' demographics. It also tackles the research questions where each of the questions was answered by the analysis of the obtained data and presented through tables. The purpose of this study was to investigate factors influencing implementation of government housing projects in Kenya with focus to Kenya Police Service: Nairobi County. The study employed various statistical tools (SPSS) for extracting the data. The data was gathered using a questionnaire by use of both open ended and close ended questions.

4.2 Questionnaire Return Rate

The questionnaires were sent to 169 respondents, which included police officers and the staff in the Ministry of Housing. Out of the questionnaires sent, only 123 questionnaires were sent back fully completed making a response rate of 72.8%. The response rate is in line with Mugenda and Mugenda (2003) who suggested that for generalization a response rate of 50% is adequate, 60% is good and a response rate of 70% and over is excellent for analysis and reporting. The response rate demonstrates a willingness to respond to the survey by the participants. The 46 who did not respond could be attributed to their busy schedule and unwillingness to share information.

Table 4.1: Response Rate for respondents

| Respondents | Frequency | Response Rate (%) |
|--------------------|------------------|--------------------------|
| Actual respondents | 123 | 72.8 |
| Non response | 46 | 27.2 |
| Total | 169 | 100 |

4.3 Demographic Information

As part of the general information, the respondents were required to indicate their gender, age bracket and highest level of education. This was important since it forms foundation under which the study can fairly adopt in coming up with conclusions.

4.3.1 Gender of the Respondents

The study aimed at getting the gender of the respondents. Results of the findings are presented in Table 4.2.

Table 4.2: Gender of the Respondents

| Gender | Frequency | (%) |
|---------------|------------------|------------|
| Male | 78 | 63.4 |
| Female | 45 | 36.6 |
| Total | 123 | 100 |

From the findings, majority of the respondents (63.4%) were male while the rest (36.6%) were female. This implies that though there is gender distribution in occupation of the county Kenya Police Service, most of the opportunities in are occupied by the male.

4.3.2 Age Bracket of the Respondent

The study further asked the respondents to indicate their age bracket. The findings are shown in Table 4.3.

Table 4.3: Age Bracket of the Respondent

| Age | Frequency | (%) |
|-----------------------|------------------|------------|
| Below 25 years | 4 | 3.3 |
| 26-35 years | 30 | 24.4 |
| 36-45 years | 72 | 58.5 |
| 46-55 years | 13 | 10.6 |
| Over 56 years | 4 | 3.3 |
| Total | 123 | 100 |

Most of the respondents' (59%) were within the age bracket of 36-45 years, 24% were aged between 26-35 years, 11% were between 46-55 years and 3% each were below the age of 25 years and above the age of 56 years.

4.3.3 Highest Level of Education

The researcher also requested the respondents to indicate their highest level of education. Table 4.4 shows the findings of the result.

Table 4.4: Highest Level of Education

| Level of Education | Frequency | (%) |
|---------------------------|------------------|------------|
| Secondary | 25 | 20.3 |
| College | 63 | 51.2 |
| Graduate | 24 | 19.5 |
| Post graduate | 11 | 8.9 |
| Total | 123 | 100 |

Majority of the respondents (51.5%) had tertiary college, 20.6% had secondary, 19.1% had university graduate and 8.8% had university postgraduate. The involvement of respondents with various academic qualifications brought about different levels of expertise in the study.

4.4 Influence of Stakeholder Involvement on Implementation of Government Housing Projects

According to the first objective, the study aimed at determining how stakeholder involvement influences implementation of government housing projects in Kenya Police Service. To achieve this, the respondents were asked to indicate whether stakeholders were involved in decision making in regard to government housing project implementation. The findings are summarized in Table 4.5.

Table 4.5: Stakeholder Involvement

| Stakeholder involvement | Frequency | (%) |
|--------------------------------|------------------|------------|
| Yes | 111 | 90.2 |
| No | 12 | 9.8 |
| Total | 123 | 100 |

Table 4.5 indicates that majority of the respondents at 90% of the respondents asserted that stakeholders were involved in decision making in regard to government housing project implementation while the rest (10%) opposed the opinion of the majority.

4.4.1 Stakeholder Involvement in Implementation of Government Housing Projects

The study required respondents to indicate their level of agreement on the influence of stakeholder involvement on implementation of government housing projects using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= neutral, 4=agree and 5= strongly agree. The findings are shown in Table 4.6.

Table 4.6: Stakeholder Involvement in Implementation of Government Housing Projects

| Stakeholder Involvement | Mean | Std. Dev |
|---|-------------|-----------------|
| Stakeholder engagement for a project ensures knowledge transfer initiative that improves research and model uptake and bridge the science management in project implementation | 3.42 | 1.358 |
| Stakeholder involvement has been successfully achieved in ensuring effective project implementation | 4.11 | .972 |
| One of the main features of project consists of a conception of democratic legitimacy that puts stakeholders at the centre of the decision making process as a form of interactive decision making | 3.95 | 1.294 |
| A decision can be considered legitimate or a judgment is legitimately made if a large number of stakeholders are included and given adequate opportunities to contribute to the decision-making process | 3.94 | 1.242 |
| Stakeholders involvement enhances the accountability of the service providers towards final users and the wider stakeholder community | 4.04 | 1.247 |
| Project team takes time to plan time, cost and resources adequately | 4.15 | .751 |

Respondents agreed that project team takes time to plan time, cost and resources adequately (mean=4.15, SD=0.751). The respondents agreed that stakeholder involvement has been successfully achieved in ensuring effective project implementation (mean=4.11, SD=0.972). The respondents also agreed that Stakeholders involvement enhances the accountability of the service providers towards final users and the wider stakeholder community (mean=4.04, SD=1.247). The respondents agreed that one of the main features of project consists of a conception of democratic legitimacy that puts stakeholders at the centre of the decision making process as a form of interactive decision making (mean=3.95, SD=1.294). They also agreed that a decision can be considered legitimate or a judgment is legitimately made if a large number of stakeholders are included and given adequate opportunities to contribute to the decision-making process (mean=3.94, SD=1.242). The respondents were undecided whether stakeholder engagement for a project ensures knowledge transfer initiative that improves research and model uptake and bridge the science management in project implementation (mean=3.42, SD=1.358). According to a study by Allen and Chudley, (2013) involving the stakeholders in implementation of a project it will result in selling user-centred design to your clients.

4.5 Project Funding in Implementation of Government Housing Projects

According to the second objective, the study aimed at determining how project funding influences implementation of government housing projects in Kenya Police Service.

4.5.1 Sufficient Funds for Efficient Project Implementation

The respondents were asked to indicate whether the funds provided were sufficient for efficient project implementation. Findings are given in Table 4.7.

Table 4.7: Funds sufficiency

| Funds sufficiency | Frequency | (%) |
|--------------------------|------------------|------------|
| Yes | 37 | 30 |
| No | 86 | 70 |
| Total | 123 | 100 |

Figure 4.6 indicates that majority (70%) of the respondents indicated that there were no sufficient funds for efficient project implementation while the remaining 30% indicated otherwise.

4.5.2 Project Funding in Implementation of Government Housing Projects

The study sought to examine the level of agreement on the influence of project funding on implementation of government housing projects using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= neutral, 4=agree and 5= strongly agree. The results are presented in Table 4.8.

Table 4.8: Project Funding in Implementation of Government Housing Projects

| Project Funding | Mean | Std. Dev |
|--|-------------|-----------------|
| Access to funding promotes effectiveness of KPS housing scheme | 4.36 | .836 |
| Funding improves the effectiveness of KPS housing scheme | 3.92 | 1.228 |
| Funding negatively affects the effectiveness of KPS housing scheme | 2.32 | .843 |
| Charge on amount funded influences the effectiveness of KPS housing scheme | 4.06 | 1.082 |

As shown in Table 4.8, the respondents agreed that access to funding promotes effectiveness of KPS housing scheme (mean=4.36, SD=0.836). They agreed that funding improves the effectiveness of KPS housing scheme (mean=3.92, SD=1.228). They also agreed that charge on amount funded influences the effectiveness of KPS housing scheme (mean=4.06, SD=1.082). They disagreed that funding negatively affects the effectiveness of KPS housing scheme (mean=2.32, SD=0.843). According to Keivan, Mattingly and Majedi, (2005) organizations require finance for both short and medium to long term requirements and the financing is usually matched with the funding requirements. Longer term finance (more than one year) is usually used to fund capital investment in fixed assets and other longer term projects.

4.6 Project Planning in Implementation of Government Housing Projects

According to the third objective, the study aimed at determining how project planning influences implementation of government housing projects in Kenya Police Service.

4.6.1 Project Planning in Implementation of Government Housing Projects

The study sought to examine the influence of project planning on implementation of government housing projects in Kenya Police Service. The study required respondents to indicate their level of agreement using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= neutral, 4=agree and 5= strongly agree.

Table 4.9: Project Planning in Implementation of Government Housing Projects

| Project Planning | Mean | Std. Dev |
|---|-------------|-----------------|
| There is lack of proper channels to address the project planning | 4.49 | 1.342 |
| Procurement management is a key technical performance competency in navigating complexity to ensure the vendor selected is one with whom an outstanding working relationship can be established | 3.63 | 1.403 |
| There is close supervision of employees in relation to contract award and management | 4.39 | 1.289 |
| Project manager apply knowledge, skills, tools, and techniques effectively and use them to reduce complexity during project implementation | 3.95 | 1.282 |
| The government ensures that the project manager is qualified with high standards of professional responsibility and integrity on project implementation | 4.38 | 1.247 |
| Implementation process involves coordinating people and resources, and performing the activities of the project in accordance with the project management plan. | 4.32 | 1.107 |

The respondents were agreed that there was lack of proper channels to address the project planning (mean=4.49, SD=1.342), there was close supervision of employees in relation to contract award and management (mean=4.39, SD=1.289). They agreed that the government ensured that the project manager was qualified with high standards of professional responsibility and integrity on project implementation (mean=4.38, SD=1.247). The implementation process involved coordinating people and resources, and performing the activities of the project in accordance with the project management plan (mean=4.32, SD=1.107). They further agreed that project manager applied knowledge, skills, tools, and techniques effectively and use them to reduce complexity during project implementation (mean=3.95, SD=1.282). They finally agreed that procurement management was a key technical performance competency in navigating complexity to ensure the vendor selected is one with whom an outstanding working relationship can be established (mean=3.63, SD=1.403). According to Phua and Rowlinson, (2004) the project implementation techniques are very essential in the housing construction industry, because the coordination and use of the many types of labour, skills, materials, and equipment which are used in the housing project construction require daily application of proper project planning techniques.

4.7 Project Team Competence and Implementation of Housing Project

According to the fourth objective, the study aimed at assessing how project team competence influences the implementation of housing project in Kenya Police Service.

4.7.1 Project Team Competence in Implementation of Housing Project

The study sought to examine the influence of project team competence on implementation of government housing projects in Kenya Police Service. The study required respondents to indicate their level of agreement using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= neutral, 4=agree and 5= strongly agree.

Table 4.10: Project Team Competence in Implementation of Housing Project

| Project Team Competence | Mean | Std. Dev |
|--|-------------|-----------------|
| Project implementation should be disciplined with coordinated and active human resource involvement | 4.56 | 1.060 |
| Knowledge sharing among the parties promote and extend the intellectual property during project implementation reducing the overall talent gap | 4.52 | 1.120 |
| The team that manage the project are wholly competent, qualified and experienced in their particular roles that ensures project implementation is effective | 4.20 | .894 |
| Staff should have ability to integrate the work done and deliver the task within the expected time and it is benefits were transitioned and sustained effectively. | 3.89 | .780 |
| Project team involves staff with adequate experience in large-scale procurement management, intellectual property and legal issues | 3.92 | .836 |
| Project team estimate work is needed to effectively manage risk | 4.04 | .667 |

The respondents strongly agreed that project implementation should be disciplined with coordinated and active human resource involvement (mean=4.56, SD=1.060). They also strongly agreed that knowledge sharing among the parties promote and extend the intellectual property during project implementation reducing the overall talent gap (mean=4.52, SD=1.120). They agreed that the team that manage the project are wholly competent, qualified and experienced in their particular roles that ensures project implementation is effective (mean=4.20, SD=0.894), project team estimate work was needed to effectively manage risk (mean=4.04, SD=0.667) and staff should have ability to integrate the work done and deliver the task within the expected time. They further agreed that project team involved staff with adequate experience in large-scale procurement management, intellectual property and legal issues (mean=3.92, SD=0.836)

and that staff should have ability to integrate the work done and deliver the task within the expected time and its benefits were transitioned and sustained effectively (mean=3.89, SD=0.780). The findings concur with Nallathiga et al., (2012) that project success is determined by the relationship between design team, its leader, the resourceful and knowledgeable professional team ensuring that the client's requirement brief is thorough, properly implemented and monitored.

4.8 Implementation of Housing Project

The respondents were required to rate the implementation of housing projects in police service in Kenya. They were to use a scale of 1-5 where 1=very small extent, 5=very great extent). The response is as presented in Table 4.11.

Table 4.11: Implementation of Housing Project

| Implementation of Housing Project | Mean | Std dev. |
|--|-------------|-----------------|
| Achieved within the time limit set | 3.12 | 0.516 |
| Meets the satisfaction of stakeholders | 3.43 | 0.182 |
| Meets the intended objectives | 3.17 | 0.496 |
| Achieved within the set budget | 3.48 | 0.203 |

As shown in Table 4.11 the respondents indicated that to a moderate extent the housing project were achieved within the set budget (3.48), met the satisfaction of stakeholders (3.43), met the intended objectives (3.17) and were achieved within the time limit set (3.12). The findings are in line with Al-Hejji and Assaf, (2006) that only 30% of construction projects were completed within the scheduled completion dates and that the average time overrun was between 10% and 30%.

4.9 Multiple Regression

A multiple regression model was applied to determine the relative significance of each of the independent variables with respect to implementation of housing projects. The regression model was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Y was the implementation of housing projects,

β_0 is the constant

X_1 = stakeholder involvement

X_2 = fund availability

X_3 = project planning

X_4 = project team competence

ε = Error term

$\beta_1, \beta_2, \beta_3, \beta_4$ and β_5 are coefficients

Table 4.12: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| | .883 ^a | .779 | .676 | .346 |

b. Predictors: (Constant), stakeholder involvement, fund availability, project planning, project team competence

R-squared presumes that every independent variable in the model explains the variation in the dependent variable while the adjusted R-squared gives the percentage of variation explained by only those independent variables that actually affect the dependent variable. From Table 4.7, R^2 is 0.779 indicate that the independent variables explain only 77.9% of the influencers of implementation of housing projects. The adjusted R square further explains that the independent variables that actually influence implementation of housing projects total to 67.6%.

Table 4.13: ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 10.658 | 4 | 2.664 | 22.316 | .000 ^b |
| | Residual | 27.580 | 118 | .234 | | |
| | Total | 38.237 | 122 | | | |

a. Dependent Variable: Implementation of housing projects

b. Predictors: (Constant), stakeholder involvement, fund availability, project planning, project team competence

The *F*-ratio in the ANOVA tests whether the overall regression model is a good fit for the data. These variables statistically significantly predicted implementation of housing projects, $F(4, 118) = 22.316, p < 0.05$. Table 4.14 shows that the independent variables statistically significantly predict the dependent variable.

Table 4.14: Regression Coefficients

| Model | Unstandardized | | Standardized | t | Sig. |
|-------------------------|----------------|------------|--------------|-------|------|
| | Coefficients | | Coefficients | | |
| | B | Std. Error | Beta | | |
| (Constant) | .262 | .183 | | 1.428 | .015 |
| Stakeholder involvement | .169 | .034 | .303 | 4.963 | .000 |
| Funds availability | .138 | .037 | .214 | 3.704 | .000 |
| Project planning | .052 | .027 | .119 | 1.937 | .054 |
| Project team competence | .099 | .025 | .262 | 4.043 | .000 |

A multiple regression was run to predict implementation of housing projects from stakeholder involvement, fund availability, project planning and project team competence.

Unstandardized coefficients (B) indicate how much the dependent variable varies with an independent variable when all other independent variables are held constant.

Using the Unstandardized beta values the following multiple linear regression equation was established:

$$Y = 0.262 + 0.169X_1 + 0.138X_2 + 0.052X_3 + 0.099X_4$$

Where

Constant=0.262,

Stakeholder involvement $\beta_1=0.169$, funds availability $\beta_2=0.138$, project management $\beta_3=0.052$, project team competence $\beta_4=0.099$.

The unstandardized beta for stakeholder involvement which is $\beta_1=0.169$ implies that if all other independent variables were held constant a unit increase in stakeholder involvement would increase implementation of housing projects by 0.169.

The unstandardized beta for fund availability ($\beta_1=0.138$) shows that if all other independent variables were held constant a unit increase in fund availability would increase implementation of housing projects by 0.138.

The unstandardized beta for project planning ($\beta_1=0.052$) indicates that if all other independent variables were held constant a unit increase in project planning would increase implementation of housing projects by 0.052.

The unstandardized beta for project team competence ($\beta_1=0.099$) implies that by holding other independent variables constant a unit increase in project team competence would increase implementation of housing projects by 0.099.

Thus, stakeholder involvement has the highest influence on implementation of housing projects followed by fund availability and project team competence. Project planning has the least influence on implementation of housing projects.

For X_1 : $\beta_1=0$, since $t=4.963$, $p=0.000$ is less than 0.05, thus X_1 (stakeholder involvement) has significant influence on Y (implementation of housing projects).

For X_2 : $\beta_2=0$, since $t=3.704$, $p=0.000$ is less than 0.05, therefore X_2 (funds availability) has significant influence on Y (implementation of housing projects).

For X_3 : $\beta_3=0$, since $t=1.937$, $p=0.054$ is greater than 0.05 thus X_3 (project planning) does not have a significant influence on Y (implementation of housing projects).

For X_4 : $\beta_4=0$, since $t=4.043$, $p=0.000$ is less than 0.05 therefore X_4 (project team competence) has significant influence on Y (implementation of housing projects).

From the above, it is clear that all the variables, except for project planning, have a significant influence on implementation of housing projects.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter presented the discussion of key data findings, conclusion drawn from the findings highlighted and recommendation made. The conclusions and recommendations drawn were focused on addressing the objective of the study.

5.2 Summary of Findings

The study sought to establish the factors influencing the implementation of government housing projects in Kenya with focus to Kenya Police Service: Nairobi County.

5.2.1 Stakeholder Involvement in Implementation of Government Housing Projects

This study found that project team takes time to plan time, cost and resources adequately; stakeholder involvement has been successfully achieved in ensuring effective project implementation. Findings also show that stakeholders' involvement enhances the accountability of the service providers towards final users and the wider stakeholder community. One of the main features of project consists of a conception of democratic legitimacy that puts stakeholders at the centre of the decision making process as a form of interactive decision making. Decision can be considered legitimate or a judgment is legitimately made if a large number of stakeholders are included and given adequate opportunities to contribute to the decision-making process. Stakeholder engagement for a project ensures knowledge transfer initiative that improves research and model uptake and bridge the science management in project implementation.

5.2.2 Funds Availability in Implementation of Government Housing Projects

The study established that access to funding promotes effectiveness of KPS housing scheme and that funding improves the effectiveness of KPS housing scheme. The charged on amount funded influences the effectiveness of KPS housing scheme; funding positively affects the effectiveness of KPS housing scheme.

5.2.3 Project Planning in Implementation of Government Housing Projects

The study found out that there was lack of proper channels to address the project planning. There was close supervision of employees in relation to contract award and management. The government ensured that the project manager was qualified with high standards of professional responsibility and integrity on project implementation. The planning process involved coordinating people and resources, and performing the activities of the project in accordance with the project plan. Further project manager applied knowledge, skills, tools, and techniques effectively and use them to reduce complexity during project implementation. Procurement management was a key technical performance competency in navigating complexity to ensure the vendor selected is one with whom an outstanding working relationship can be established.

5.2.4 Project Team Competence in Implementation of Government Housing Projects

The study found that project implementation should be disciplined with coordinated and active human resource involvement; that knowledge sharing among the parties promote and extend the intellectual property during project implementation reducing the overall talent gap; the team that manage the project are wholly competent, qualified and experienced in their particular roles that ensures project implementation is effective; project team estimate work was needed to effectively manage risk and staff should have ability to integrate the work done and deliver the task within the expected time. The study also found out that project team involved staff with adequate experience in large-scale procurement management intellectual property and legal issues. Staff should have ability to integrate the work done and deliver the task within the expected time and it is benefits were transitioned and sustained effectively.

5.3 Discussion

This study focused on investigating the influential factors on the implementation of the housing projects. A housing project is commonly acknowledged as successful when it is completed on time, within budget, and in accordance with specifications and to stakeholders 'satisfaction. The findings of this study emphasized that completion factors vary across various projects. This section therefore focuses on a detailed discussion of the

major findings of the study which also entails comparing the study findings to the literature in order to come up with comprehensive conclusion.

From the study, stakeholder involvements have an influence on the completion of building projects. Project participants are the key players, including project manager, client, contractor, consultants, subcontractor, supplier, and manufacturers. Walker and Vines (2000) echoed the same views that the variables in project management include adequate communication; control mechanisms, feedback capabilities, troubleshooting, coordination effectiveness, decision making effectiveness, monitoring, project organization structure, plan and schedule followed, and related previous management experience. Further, the critical completion factors in Sanvido et al. (1992) were a series of contracts that allows and encourages the various specialists to behave as a team without conflicts of interest and differing goals. Belassi and Tukel (1996) pointed out that project manager is a key stakeholder in a building project and his competence is a critical factor affecting project planning, scheduling, and communication. As such a building project requires team spirit, therefore team building is important among different parties. Team effort by all parties to a contract—owner, architect, construction manager, contractor, and subcontractors is a crucial ingredient for the successful completion of a project. The involvement of many parties is a dominant characteristic of building projects.

Nature of client (funding and organizational structure) and owner's construction sophistication, client's project management, client's confidence in building team and client's ability to make decision are among the factors that influence the completion of the building projects. These findings correlate with Serpell and Alarcon (1998) that procedures comprise the concept of procurement form and the method of tendering that place great dependence on the project team in setting up the building process and bringing the project to a successful conclusion. White and Fortune (2002) emphasized that adequate funding through the 57 project, comprehensive contract documentation, availability of resources, continuing involvement of all stakeholders in the project, and competent project manager are obvious imperatives to carry out projects. According to

UNHABITAT (2008) mortgage finance has been expanding during the last decade and is increasingly available in many countries, which was not the case 20 years ago.

The study revealed that the project planning factors are also influential in the completion of building projects. According to Phua and Rowlinson (2004) the use of project planning techniques is very important in the building industry, because the coordination and use of the many types of labor, skills, materials, and equipment which are used in building, require daily application of proper project planning. Anvuur and Kumaraswamy (2007) concluded that managerial control (classed as project management factors) is a key element in achieving project completion, being significantly related to all measures of completion. They highlighted that increased complexity, uncertainty, and time pressure in building projects have increased the need for cooperation among different project actors. According to Eriksson (2008) proper project planning and control require project teams to utilize appropriate project management techniques and tools. Commitment to project and top management support are the other issues related to the commitment component grouping. It has been recognized as one of the most critical factors for the successful completion of projects. Motivation is prerequisite to ensure comfortable working environment within and around project sites.

As people become better informed and more aware of what is happening in their project, they will become more involved and committed to project's progress, and consequently, become better motivated. It is therefore clear that, regardless of research scope and context, cooperation is consistently ascribed to be a vital determinant of building project completion. Chan and Kumaraswamy (1997) considered that design team-related factors consist of design team experience, project design complexity, and mistakes/delays in producing design documents. The main contractor and subcontractors start their main duties when the project reaches the construction stage. The variables include contractor experience, site management, supervision and involvement of subcontracting, contractor's cash flow, effectiveness of cost control system, and speed of information flow.

5.4 Conclusions

This study concludes that project team takes time to plan time, cost and resources adequately; stakeholder involvement has been successfully achieved in ensuring effective project implementation. Stakeholders' involvement enhances the accountability of the service providers towards final users and the wider stakeholder community. One of the main features of project consists of a conception of democratic legitimacy that puts stakeholders at the centre of the decision making process as a form of interactive decision making. Decision can be considered legitimate or a judgment is legitimately made if a large number of stakeholders are included and given adequate opportunities to contribute to the decision-making process. Stakeholder engagement for a project ensures knowledge transfer initiative that improves research and model uptake and bridge the science management in project implementation.

The study also concludes that access to funding promotes effectiveness of KPS housing scheme and that funding improves the effectiveness of KPS housing scheme. The charged on amount funded influences the effectiveness of KPS housing scheme; funding positively affects the effectiveness of KPS housing scheme.

The study further concludes that there was lack of proper channels to address the project planning; there was close supervision of employees in relation to contract award and management. The government ensures that the project manager was qualified with high standards of professional responsibility and integrity on project implementation. The implementation process involves coordinating people and resources, and performing the activities of the project in accordance with the project planning. Further project manager apply knowledge, skills, tools, and techniques effectively and use them to reduce complexity during project implementation. Procurement management is a key technical performance competency in navigating complexity to ensure the vendor selected is one with whom an outstanding working relationship can be established.

The study finally concludes that project implementation should be disciplined with coordinated and active human resource involvement; that knowledge sharing among the parties promote and extend the intellectual property during project implementation reducing the overall talent gap; the team that manage the project are wholly competent,

qualified and experienced in their particular roles that ensures project implementation is effective; project team estimate work is needed to effectively manage risk and staff should have ability to integrate the work done and deliver the task within the expected time. Further project team involves staff with adequate experience in large-scale procurement management, intellectual property and legal issues and that staff should have ability to integrate the work done and deliver the task within the expected time and it is benefits were transitioned and sustained effectively.

5.5 Recommendations

From the findings and conclusion, the study recommends that;

- i. The project managers must always bear in mind that successful project planning will contribute to the achievement and completion of projects.
- ii. The right project will not be completed without the success of project planning, but completion of project management could enhance its completion. A good relationship between client and project team is fundamental to project completion.
- iii. Projects require a collaborative environment and not an adversarial one. When team members see their test results and work progress immediately, they are more likely to be interested and motivated towards the outcome.

5.6 Suggestions for Further Studies

Further research should be conducted on all building firms to investigate into the challenges facing project implementation. The same study should also be conducted in other types of organizations. Another research in the area of the influence of governance structures on project implementation and project completion can be conducted. Further studies should also be done on the factors affecting implementation of housing projects in other sectors of the economy other public security sectors such as the Kenya forest service, Kenya wildlife service etc.

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APPENDICES

Appendix I: Letter of Transmittal

Arthur Gacheru Ndungu
University of Nairobi,
Department of Extra-Mural Studies
Tel: 0721331529
Email: ndunguarthur@gmail.com

To my Respondent,

Dear Sir/Madam,

RE: REQUEST FOR YOUR PARTICIPATION

I am a postgraduate student at the University of Nairobi, carrying out a research on the **Factors Influencing the Implementation of Government Housing Projects in Kenya: A Case of Kenya National Police Service, Nairobi County, Kenya.**

The results of this study will assist the government in evaluation of performance of housing projects. This may help in making effective and efficient decision by project managers. The data will be used for academic purposes only and will be treated with confidentiality it deserves. The respondents are highly encouraged and persuaded to respond to the questions or statements in this questionnaire in the most truthful and objective way possible. Your participation in facilitating this study is highly appreciated

Kindly tick in the spaces provided the correct answer or fill in the required information.

Thank you for your participation.

Yours faithfully,

Arthur Gacheru Ndungu

Appendix II: Questionnaire for Kenya Police Officers

Please answer all the questions in all the sections as indicated by either ticking or filling in the blank space provided

SECTION A: Background Information

- 1) What is your gender?
Male ()
Female ()
- 2) Age category.
Below 25 years ()
26-27 years ()
36-45 years ()
Above 45 years ()
- 3) What is your highest level of education?
Secondary ()
Tertiary college ()
University graduate ()
University postgraduate ()
Other (please specify) ()

SECTION B: Stakeholder Involvement

- 4) Are stakeholders involved in decision making in regard to Government housing project implementation?
YES () NO ()
- 5) To what extents do the following aspects related to stakeholder involvement influence the implementation of government housing projects? Please rate each item by showing your level of agreement using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= neutral, 4=agree and 5= strongly agree.

| | 1 | 2 | 3 | 4 | 5 |
|--|----------|----------|----------|----------|----------|
| Stakeholder engagement for a project ensures knowledge transfer initiative that improves research and model uptake and bridge the science management in project implementation | | | | | |
| Stakeholder involvement has been successfully achieved in ensuring effective project implementation | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| One of the main features of project consists of a conception of democratic legitimacy that puts stakeholders at the centre of the decision making process as a form of interactive decision making | | | | | |
| A decision can be considered legitimate or a judgment is legitimately made if a large number of stakeholders are included and given adequate opportunities to contribute to the decision-making process | | | | | |
| Stakeholders involvement enhances the accountability of the service providers towards final users and the wider stakeholder community | | | | | |
| Project team takes time to plan time, cost and resources adequately | | | | | |

6) What kind of contributions do the stakeholders give?

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Section D: Funds Availability

7) If yes, are the funds provided sufficient for efficient project implementation?

YES () NO ()

8) To what extents do the following aspects related to availability of funds influence the implementation of government housing projects? Please rate each item by showing your level of agreement using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= neutral, 4=agree and 5= strongly agree.

| Statement | Respondents rating | | | | |
|--|--------------------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| Access to funding promotes effectiveness of KPS housing scheme | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| Funding improves the effectiveness of KPS housing scheme | | | | | |
| Funding negatively affects the effectiveness of KPS housing scheme | | | | | |
| Charge on amount funded influences the effectiveness of KPS housing scheme | | | | | |

9) What are some of the project implementation functions in your organization that need funding in order to be operational?

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Section D: Project Planning

10) To what extents do the following aspects related to project planning influence the implementation of government housing projects? Please rate each item by showing your level of agreement using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= neutral, 4=agree and 5= strongly agree.

| | Respondents rating | | | | |
|---|--------------------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| There is lack of proper channels to address the project management | | | | | |
| Close supervision of employees in relation to contract award and management is ensured | | | | | |
| Project manager apply knowledge, skills, tools, and techniques effectively and use them to reduce complexity during project implementation | | | | | |
| The government ensures that the project manager is qualified with high standards of professional responsibility and integrity on project implementation | | | | | |
| Implementation process involves coordinating people and | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| resources, and performing the activities of the project in accordance with the project management plan. | | | | | |
|---|--|--|--|--|--|

11) Describe project planning in your organization

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.....
.....

SECTION E: Project Team Competence

12) Have you undergone any course in project management?

YES () NO ()

13) Are employees in your department regularly trained on project management?

YES () NO ()

14) To what extent do the following aspects related to employee competence influence the implementation of government housing projects? Please rate each item by showing your level of agreement using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= neutral, 4=agree and 5= strongly agree.

| | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Project implementation should be disciplined with coordinated and active human resource involvement | | | | | |
| Knowledge sharing among the parties promote and extend the intellectual property during project implementation reducing the overall talent gap | | | | | |
| The team that manage the project are wholly competent, qualified and experienced in their particular roles that ensures project implementation is effective | | | | | |
| Staff should have ability to integrate the work done and deliver the task within the expected time and it is benefits were transitioned and sustained effectively. | | | | | |
| Project team involves staff with adequate experience in | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| large-scale procurement management, intellectual property and legal issues | | | | | |
| Project team estimate work needed to effectively manage risk | | | | | |

15) What skills do you think are needed for efficiency in project management in Kenya Police Service?

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Section F: Implementation of Housing Projects

16) To what extent have the following factors led to effective housing project implementation? Give your ratings in the scale of 1-5 (where 1= Very small extent 2= Small extent 3= Moderate extent 4= Great extent 5= Very great extent).

| | Respondents rating | | | | |
|--|--------------------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| Achieved within the time limit set | | | | | |
| Meets the satisfaction of stakeholders | | | | | |
| Meets the intended objectives | | | | | |
| Achieved within the set budget | | | | | |

17) In your opinion which other factors affect the implementation of government housing projects in Kenya police service?

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**Appendix III: Questionnaire for Project Managers/Contractors/Tendering
Committee Members**

Please answer all the questions in all the sections as indicated by either ticking or filling in the blank space provided

SECTION A: Background Information

1) What is your gender?

Male

Female

2) Age category.

Below 25 years

26-27 years

36-45 years

Above 45 years

3) What is your highest level of education?

Secondary

Tertiary college

University graduate

University postgraduate

Other (please specify)

SECTION B: Stakeholder Involvement

4) Are stakeholders involved in decision making in regard to Government housing project implementation?

YES

NO

5) To what extents do the following aspects related to stakeholder involvement influence the implementation of government housing projects? Please rate each item by showing your level of agreement using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= neutral, 4=agree and 5= strongly agree.

| | 1 | 2 | 3 | 4 | 5 |
|--|----------|----------|----------|----------|----------|
| Stakeholder engagement for a project ensures knowledge | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| Funding improves the effectiveness of KPS housing scheme | | | | | |
| Funding negatively affects the effectiveness of KPS housing scheme | | | | | |
| Charge on amount funded influences the effectiveness of KPS housing scheme | | | | | |

9) What are some of the project implementation functions in your organization that need funding in order to be operational?

.....

.....

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Section D: Project Planning

10) To what extents do the following aspects related to project planning influence the implementation of government housing projects? Please rate each item by showing your level of agreement using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= neutral, 4=agree and 5= strongly agree.

| | Respondents rating | | | | |
|---|--------------------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| There is lack of proper channels to address the project management | | | | | |
| Close supervision of employees in relation to contract award and management is ensured | | | | | |
| Project manager apply knowledge, skills, tools, and techniques effectively and use them to reduce complexity during project implementation | | | | | |
| The government ensures that the project manager is qualified with high standards of professional responsibility and integrity on project implementation | | | | | |
| Implementation process involves coordinating people and | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| resources, and performing the activities of the project in accordance with the project management plan. | | | | | |
|---|--|--|--|--|--|

11) Describe project planning in your organization

.....

.....

.....

SECTION E: Project Team Competence

12) Have you undergone any course in project management?

YES () NO ()

13) Are employees in your department regularly trained on project management?

YES () NO ()

14) To what extent do the following aspects related to employee competence influence the implementation of government housing projects? Please rate each item by showing your level of agreement using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= neutral, 4=agree and 5= strongly agree.

| | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Project implementation should be disciplined with coordinated and active human resource involvement | | | | | |
| Knowledge sharing among the parties promote and extend the intellectual property during project implementation reducing the overall talent gap | | | | | |
| The team that manage the project are wholly competent, qualified and experienced in their particular roles that ensures project implementation is effective | | | | | |
| Staff should have ability to integrate the work done and deliver the task within the expected time and it is benefits were transitioned and sustained effectively. | | | | | |
| Project team involves staff with adequate experience in large-scale procurement management, intellectual property and legal issues | | | | | |
| Project team estimate work needed to effectively manage risk | | | | | |

15) What skills do you think are needed for efficiency in project management in Kenya Police Service?

.....

Section F: Implementation of Housing Projects

16) To what extent have the following factors led to effective housing project implementation? Give your ratings in the scale of 1-5 (where 1= Very small extent 2= Small extent 3= Moderate extent 4= Great extent 5= Very great extent).

| | Respondents rating | | | | |
|--|--------------------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| Achieved within the time limit set | | | | | |
| Meets the satisfaction of stakeholders | | | | | |
| Meets the intended objectives | | | | | |
| Achieved within the set budget | | | | | |

17) In your opinion which other factors affect the implementation of government housing projects in Kenya police service?

.....

Appendix IV: NACOSTI Permit



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: 020 400 7000,
0713 788787,0735404245
Fax: +254-20-318245,318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/17/79106/19623**

Date: **31st October, 2017**

Arthur Gacheru Ndungu
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “*Factors influencing the implementation of government housing projects in Kenya Police Service in Nairobi County, Kenya*” I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **30th October, 2018.**

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.