

**FACTORS INFLUENCING COMPLETION OF CONSTRUCTION
PROJECTS BY CHURCH ORGANIZATION: CASE OF ANGLICAN
CHURCH OF KENYA, ST ANDREW'S CATHEDRAL
ARCHDEACONRY, THIKA, KIAMBU COUNTY**

BY

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Requirements for the Award of Master of Arts Degree in Project Planning
and Management of the University of Nairobi**

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DECLARATION

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

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DEDICATION

This Research Project Report is dedicated to my wife Siphra T. Maina and our beloved daughter Mary Joy Wangari Maina for their invaluable love and my father Raphael Gatugu Mwangi for his prayers, support and encouragement.

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ABBREVIATIONS AND ACRONYMS

ACK	Anglican church of Kenya.
IPDET	International Program for Development Evaluation Training.
M & E	Monitoring and evaluation.
MCH	Maternal and child health program.
MIS	Management Information System.
MDGs	Millennium Development Goals.
MCP	Mega Construction Project.
NGO	Non Governmental organization.
PCC	Parochial Church Council.
PMBOK	Project Management Body of Knowledge.
PM	Project Manager.
PME	Participatory Monitoring and Evaluation.
SPSS	Statistical Package for Social Sciences.

ABSTRACT

The aim of this study was to identify and evaluate the main factors influencing completion of construction projects by church organization in the case of Anglican Church of Kenya, St Andrew's Cathedral Archdeaconry, Thika in Kiambu county. This study was guided by the following objectives: One to establish to what extent do availability of resources influence the completion of construction projects by church organization ;To determine the influence of competency of staff toward completion of construction projects by church organization ;To determine the influence of monitoring and evaluation and its influence on completion of construction projects by church organization and finally it assessed the influence of stakeholder's participation on completion of construction projects by church organization. This study adopted a descriptive survey. The target population for this study was all 9 development committee members, 19 Parochial Church Council and 1600 church Members of Anglican Church of Kenya St Andrews Cathedral in Thika. Purposive sampling and simple random sampling was used in order to gather data required in this research. Thus all the 9 development committee members and the 19 Parochial Church Council (PCC) members were taken. A sample of 10% of the total population of church members was also applied using simple random sampling. Therefore 160 respondents formed the church members' sample population for the study. Data was collected using structured questionnaires. A Pilot test of the measures was conducted against prospective sample population in order to measure validity. Test retest method was used to measure the validity of the research instruments. A sample size of five was chosen to form the pilot study, in order to measure the validity and reliability of data collection instruments. Data was presented using tables to make them reader friendly. There were ethical issues related to the study and they were addressed by maintaining high level confidentiality of the information volunteered by the respondents. The study found out that availability of resources and that lack of finances and lack of skilled personnel influenced effective completion of construction projects by ACK St Andrews Cathedral Thika. The study also revealed that competency of staff too influenced effective and timely completion of construction projects together with availability of resources for monitoring and evaluation. Finally, regarding objective four, the study established that stakeholder participation influenced timely completion of construction projects by ACK St Andrews Cathedral Thika. The study therefore concluded that there is a great influence of availability of resources for timely completion of construction projects. It is also concluded from the study that there is a positive relationship between staff competency and timely completion of construction projects. The study also concluded that effective and quality monitoring and evaluation plays also a vital role in ensuring projects completes in time and it is critical to set aside adequate financial and human resources at the planning stage. Finally the study also revealed a positive relationship between stakeholder participation and timely completion of construction projects. Major recommendations were that; adequate financial and human resources should be allocated and other departments funds should be used to support the projects. The necessary tools should be provided to the monitoring and evaluation teams. To ensure that ideas and perspectives are represented; members of stakeholder groups should be invited to participate in project scope identification and planning. Areas for further research work included a study on; the challenges facing effective implementation of monitoring and evaluation of Church's construction projects. Similar study should be conducted assessing the factors influencing completion of construction projects in private and non-governmental organizations. A study should also be conducted on the impact of human resource allocation on construction projects in church organizations.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Project Management Body of Knowledge book defines a project as: ‘A unique set of coordinated activities, with definite starting and finishing points, undertaken by an individual or organization to meet specific objectives within defined schedule, cost and performance parameters.’ Aibinuand Jagboro (2002) on the other hand defined timely completion of a project as a situation where a contractor and the project owner jointly or severally contribute to the completion of the project within the original or the stipulated or agreed contract period. Besides that, Stumpf (2000) stated that timely completion of a project is an act or event that ensures nothing extends the time required to perform the tasks under a contract. Timely completion of a project is actually elimination of postponement of time from the original estimated completion time which might be caused by contractor, owner or consultant as well as by external factors. Construction delay is one of the most common causes of failure to have projects completed in stipulated time. Construction delay is a costly, complex and risky problem encountered in construction projects (Alaghbari et al., 2005).

Construction delay occurs all over the world and many studies have been carried out to assess the causes of delay in construction. Sambasivan and Yau (2007) stated that about 17.3% of government contract projects in Malaysia were considered sick, which means they are delayed by more than three months or abandoned completely. Besides that, Assaf and Al-Hejji (2006) from Saudi Arabia studied the causes of delay in large construction projects and discovered that only 30% of construction projects were completed within the scheduled completion dates and the average time overrun was between 10% and 30%.

From Wikipedia, the free encyclopedia, Building construction is the process of preparing for and forming buildings and building systems. Construction starts with planning, design, and financing and continues until the structure is ready for occupancy. Far from being a single activity, large scale construction is a feat of human multitasking. Normally, the job is managed by a project manager, and supervised by a construction manager, design engineer, construction engineer or project architect. For the successful execution of a project, effective planning is essential. Those involved with the design and execution of the infrastructure in question must consider the environmental impact of the job, the successful scheduling, budgeting, construction site safety, availability and transportation of building materials,

logistics, inconvenience to the public caused by construction delays and bidding (<http://en.wikipedia.org/wiki/Construction>).

In the construction industry, the aim of project control is to ensure the projects finish on time, within budget and achieving other project objectives. It is a complex task undertaken by project managers in practice, which involves constantly measuring progress; evaluating plans; and taking corrective actions when required (Kerzner, 2003). The problem of delays in the construction industry is a global phenomenon (Olwale, 2010). The goal of all the parties involved in construction projects. owners, contractors, engineers and consultants in either public or private sector is to successfully complete the project on schedule within planned budget, with the highest quality and the safest manner . When projects are completed in time, their duration is not extended beyond the scheduled and thus operates within budget (Gollapudil, 2003).

The last two and half decades have witnessed unprecedented growth in the number and activities of church organizations and institutions .Besides the church organizations have undergone enormous changes over the past thirty years in relation to political, social, and economic forces that have transformed how they finance and deliver their construction projects. The purpose of this study is to critically review and identify and determining the factors causing time delays that causes cost overrun in current Anglican Church of Kenya cathedral projects in Thika. This goal has been accomplished by reviewing articles published during the last 15 years (since 1995) in various project management journals like: International Journal of Project Management (IJPM), Journal of Construction Management Economics (JCME), Journal of Management in Engineering (JME), Engineering Construction and Architectural Management Journal (ECAMJ) and others (Hinkle, 2006).

The Latham Report (Latham, 1994) suggested that ensuring timely delivery of projects is one of the important needs of clients of the construction industry. Severe criticisms of the industry arise if it takes much longer than the stipulated project time (Bennett et al., 1979; Flanagan et al., 1986). Completing projects on time is an indicator of an efficient construction industry (NEDO, 1988). Contractors are primarily concerned with quality, time and cost and yet the majority of construction projects are procured on the basis of only two of these parameters, namely time and cost (Bennet and Grice, 1990). The literature emphasizes time as an indicator for project success. To the dislike of owners, contractors and consultants,

many church projects experience extensive delays and thereby exceed the initial time and cost estimates (Odeh and Bataineh, 2002).

The construction process can be divided into three important phases, i.e. project conception, project design and project construction. Usually, the vast majority of successful projects avoid delays that occur during the 'construction' phase, where many unforeseen factors are always involved (Chan and Kumaraswamy, 1997). In construction, timely completion of projects could be defined as finishing the project before the completion date specified in a contract, or on the date that the parties agreed upon for the delivery of a project. It is a project operating within its planned schedule and this is a common achievement in well managed construction projects. To the owner, timely completion of construction project translates into efficient and effective utilisation of revenue through avoidance of delay that causes higher overhead costs to the contractor because of longer work period, higher material costs through inflation, and due to labour cost increases. Completing projects on time is an indicator of efficiency, but the construction process is subject to many variables and unpredictable factors, which result from many sources. The sources are the performance of parties, resources availability, environmental conditions, involvement of other parties, and contractual relations, and the completion of a project within the specified time is rare (Assaf, 2006).

Timely completion of construction projects reduces cost and schedule overruns occur due to wide range of factors. If project costs or schedules exceed their planned targets, client satisfaction would be compromised. The funding profile no longer matches the budget requirement and further slippage in the schedule could result (Kaliba et al., 2009). According to Ahmed et al. (2002), delays on construction projects are a universal phenomenon and road construction projects are no exception. Delays are usually accompanied by cost overruns. These have a debilitating effect on contractors and consultants in terms of growth in adversarial relationships, mistrust, litigation, arbitration, cash-flow problems, and a general feeling of trepidation towards other stakeholders (Ahmed et al., 2002). This problem is not unique to developed countries and is being experienced in most of the developing economies.

When projects are completed in time, they are neither extended nor accelerated and therefore, do not incur additional cost.

1.1.1 A.C.K St Andrews Cathedral Thika

Thika cathedral is the diocesan head office for the Anglican Church of Kenya Thika diocese, Kiambu County, Kenya. Cathedral archdeaconry has four deaneries with each deanery with parishes, and a parish has churches under it. Anglican Church of Kenya has thirty four Dioceses. Diocese of Thika was carved from Dioceses of Mt. Kenya South and Mt Kenya Central on 1st July, 1998. It is divided into archdeaconries, deaneries, parishes and local churches. It has three archdeaconries which are Cathedral archdeaconry, Mangu archdeaconry and Kariara archdeaconry.

Cathedral archdeaconry has four deaneries namely cathedral, Ruiru, Ithanga and Makongeni deanery. Kariara archdeaconry has four deaneries Thika memorial, Giachuki, Thare and Gatura deanery and Mangu Archdeaconry with three deaneries i.e. Kairi deanery, Mangu deanery, Ititu deanery with each deanery consisting of at least three church parishes and a parish being made of at least one local church. Each of the local churches is responsible for its development construction projects.

1.2 Statement of the Problem

This study sought to investigate factors influencing completion of construction projects by church organization in the case of St. Andrew's cathedral archdeaconry, Thika, Kenya. A review of ACK St Andrew's cathedral church construction progress reports in The ordinary session of Synod report (2013) confirmed that they faced challenges on completing their projects in stipulated time. However, there seems to be some lack of explanation on why the delayed progress of the projects on the ground. The report reported on Stalled ACK Projects which Worried Church Leaders. The stalled programmes had impacted negatively on the spiritual nourishment of the Diocesan worshipers, as most of them hinged on their social welfare, education and health.

In ACK St Andrew's Thika, construction of the multi-million cathedral stalled for long after money raised by worshippers and well-wishers was spent on the laying of the foundation stone. Apart from financial constraints it is therefore evident that some other factors could have influenced completion of construction projects by the ACK St Andrews cathedral Thika. The construction of the Thika Cathedral has taken over fifteen years to bring it into completion. This is far much beyond the outlined project completion. The project was expected to have completed within ten years. This study will therefore seek to assess the

factors influencing timely completion of construction projects by ACK diocese of Thika cathedral. Construction projects in the ACK St Andrews cathedral are notorious for being delayed leading to budget overruns and saddled with scope creep. The as well lack well defined communication protocols and inadequate controls around scope change .Project monitoring and evaluation which is fundamental if the project objectives and success is to be achieved is not well embraced in church's construction projects. Monitoring and evaluation of project improves overall efficiency of project planning, management and implementation and in tracking project progress.

1.3 Purpose of the Study

The purpose of the study was to investigate factors influencing timely completion of construction projects by church organization: the case of St. Andrew's cathedral, Thika, Kenya.

1.4 Objectives of the Study

The study was guided by the following objectives:

- i. To establish to what extent do availability of resources influence completion of construction projects by ACK, St Andrew's Cathedral , Thika in Kiambu county.
- ii. To determine the influence of competency of staff toward completion of construction projects by ACK, St Andrew's Cathedral , Thika in Kiambu county.
- iii. To determine the influence of monitoring and evaluation on completion of construction projects by ACK, St Andrew's Cathedral , Thika in Kiambu county.
- iv. To assess the influence of stakeholders participation on completion of construction projects by ACK, St Andrew's Cathedral , Thika in Kiambu county.

1.5 Research Questions

- i. To what extent do availability of resources influence the completion of construction projects by ACK, St Andrew's Cathedral, Thika in Kiambu county?
- ii. How does the competency of staff influence completion of construction projects by ACK, St Andrew's Cathedral, Thika in Kiambu county?
- iii. How does monitoring and evaluation influence completion of construction projects by ACK, St Andrew's Cathedral in Thika, Kiambu county?
- iv. Does stakeholder participation influence completion of construction projects by ACK, Cathedral Archdeaconry, Diocese of Thika in Kiambu County?

1.6 Significance of the Study

The findings of the study would offer valuable contributions and would be important not only to ACK St Andrews cathedral archdeaconry churches but to other denomination churches. It would contribute to their general understanding of factors influencing completion of construction projects. Findings of the research will assist the management and church leadership of the ACK, Cathedral Archdeaconry, Diocese of Thika in Kiambu county in understanding the factors influencing timely completion of construction their construction projects from an aspect of project management. These findings would assist them in designing interventions in a way that would help them improve on meeting project completion deadlines stated on future projects.

This study will be important to the Anglican Church of Kenya leadership and their members too as they will get a better understanding of the challenges they are likely to face in timely completion of construction projects. Finally, this study would be of value to researchers and scholars as it forms a basis for further research. It may also be a source of reference material for researchers conducting research in other related topics.

1.7 Delimitation of the Study

This study sought to determine the factors influencing timely completion of construction projects by church organization a case of Cathedral Archdeaconry, Thika Diocese. The study was specifically focusing on church construction projects in Thika Diocese head office cathedral Archdeaconry. The Development committee members, Parochial Church Council Members and the Church members in Thika St Andrew's Cathedral construction in Cathedral archdeaconry were the respondents for the study. The Thika St Andrew's Cathedral was selected due to its accessibility. The cathedral had recorded a continuous growth rate in its construction project .It being the A.C.K Diocese of Thika head office, the Population had participants who were readily accessible for participation in the study (especially considering the short span of time available to complete the study and the budget constraints) and who had witnessed its cathedral construction project.

1.8 Limitations of the Study

This study sought to determine the factors influencing timely completion of construction projects by church organization in a case of Cathedral Archdeaconry, Thika Diocese. The results of the study should therefore not be used to state the effectiveness or otherwise of the

whole project. The Anglican Church of Kenya had a unique and distinct tradition of running its church development projects and management affairs and therefore the results of the study need to be generalized to the rest of the religious based organizations with caution.

The church management style and sources of funds and church construction development projects approach may differ compared to other church organizations. The results may thus not be applicable for generalization or replication in full in management style, sources of funds and church construction approach since those of other denomination might be different from those to be studied in this case.

1.9 Assumptions of the Study

The researcher assumed in accomplishing the objectives of the study the independent variables selected for the study had an influence on the dependent variable; the respondent answered questions correctly and truthfully/honestly; the sample was a representative of all A.C.K construction projects and the data collection instruments had validity and they measured the desired constructs. The researcher also assumed that external factors will not arise as this would have affected the process of data collection and hence the completion of the project. The researcher assumed that the cited respondents were conversant with the topic of this study.

1.10 Definition of Significant Terms

Building Construction: This is the process of preparing for and forming buildings and building systems. It starts with planning, design, and financing and continues until the structure is ready for occupancy. It can be a single activity or large scale construction involving human multitasking. It involves design and execution of the infrastructure in question.

Church: It is a building used for religious activities, particularly worship services. Church in its architectural sense is most often used by Christians to refer to their religious buildings but can be used by other religions.

Monitoring and Evaluation- Monitoring is a continuous function that uses the systematic collection of data on specified indicators, to provide management and the main stakeholders of an ongoing development intervention with indication of the extent of progress and achievement of objectives and progress in the use of allocated funds. Evaluation, on the other hand, is the systematic and objective assessment of an ongoing or completed project, program, or policy, including its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability.

Organization: is a social entity, such as an institution or an association that has a collective goal and is linked to an external environment.

Project: It is a unique set of coordinated activities, with definite starting and finishing points, undertaken by an individual or organization to meet specific objectives within defined schedule, cost and performance parameters.

Resources - resources refers to people, equipment, facilities, funding, or anything else usually other than labour required for the completion of a project activity.

Stakeholders- These are persons or organizations like customers, sponsors, the performing organization, or the public, who are actively involved in the project or whose interests may be positively or negatively affected by the performance or completion of the project

Timely completion: This is elimination of postponement of time from the original estimated ending time which might be caused by contractor, owner or consultant as well as by external factors. It is avoiding delay to meet an already stated deadline.

1.11 Organization of the Study

The study was organized into five chapters. Chapter one, which was the introductory part, contained the background of the study, the statement of the problem, purpose of the study, limitation of the study, basic assumptions, definition of significant terms and organization of the study. In chapter two, literature review was dealt with. Chapter three encompassed the research methodology under which, research design, target population, sampling procedure, research instrument in data collection, validity and reliability of the instruments, data

collection procedures and data analysis techniques were discussed. Chapter four encompassed data analysis, presentation and interpretation .The final chapter i.e. chapter five detailed discussions, conclusions and recommendations. It entailed summary of the findings and discussion of key findings on availability of resources, competence of staff, monitoring and evaluation and stakeholder's participation and their influence on completion of church's construction projects.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this second chapter, relevant literature information that is related and consistent with the Objectives of the study were reviewed. This literature review drew on materials from a number of sources. Important issues and practical problems were brought out and critically examined so as to determine the current facts. This section was vital as it determined the information that link the current study with past studies and what future studies will still need to explore so as to improve knowledge. This chapter mainly highlighted what other previous writers had written on the factors that influence completion of construction projects in other organizations, institutions or entities. The section was organized into introduction, the body and the summary of the chapters.

2.2 Theoretical Framework

This study was guided by stakeholder theory (Freeman (1984), Resource dependence theory (Pfeiffer 1981, 1997) and institutional theory (Mintzberg et al. 1998; Mintzberg and Lampel 1999). The stakeholder theory organisations and their activities through constituency concepts and propositions. The idea is that ‘holders’ who have ‘stakes’ interact with the organisation and thus make its operation possible (Blair 1998) et al. It’s a theory that explains how organisations function with respect to various constituencies with whom they are inextricably embedded. Stakeholder theory development has centered on defining the stakeholder concept and classifying stakeholders into categories that provide a understanding of individual stakeholder relationships.

Freeman’s definition of stakeholder as any group or individual who can affect or who is affected by the achievement of the firm’s objectives and continues to provide the boundaries of what constitutes a stake. He argues that a stakeholder has some form of capital, either financial or human, at risk and, therefore, has something to lose or gain depending on a firm’s behaviour. To these elements, Waddock (2002) adds a tie or tether that creates a bond of some sort. A stakeholder theory of the organisation requires an understanding of the types of stakeholder influence but also how organisations respond to those influences. Each firm faces a different set of stakeholders, which aggregate into unique patterns of influence. Ambler and Wilson (1995) demonstrate that firms do not simply respond to each stakeholder individually; they respond, rather, to the interaction of multiple influences from the entire stakeholder set.

Thus, organisations response to their stakeholders requires an analysis of the complex array of multiple, interdependent relationships existing within the stakeholder environment. The conceptual competition within stakeholder theory, between legitimacy and power, is reflected in virtually every major theory of the firm particularly in agency, behavioural, institutional, population ecology, resource dependence and transaction cost theories (Argenti and Campbell1997).

Resource dependence theory suggests that power accrues to those who control resources needed by the organisation, thereby creating power differentials among parties (Pfeiffer 1981, 1997b), and it confirms that the possession of resource power makes stakeholder important to a firm. Legitimacy is achieved if patterns of organisational practice are in congruence with the wider social system (Scott 1987; Powell and DiMaggio1991).

Institutional theory describes this adaptation. Strategy processes deriving from resource dependence are primarily proactive; institutionalised processes are reactive (Mintzberg et al. 1998; Mintzberg and Lampel 1999); while stakeholder engagement is inherently interactive (Preston and Post 1975), based on mutual interdependence among actors. Corporate responsibility and the maintenance of sound organisational ethics may not invariably depend wholly on the strategic behaviour induced by the anticipation of organisational gain. Organisations may act ethically or responsibly not only because of any direct link to a positive organisational outcome (e.g. greater prestige or more resources) but merely because it would be unthinkable to do otherwise. In this way, organisational behaviour may be driven not by processes of interest mobilisation (DiMaggio 1988) but by preconscious acceptance of institutionalized values or practices. Within the resource dependence perspective, theory assumes that organisations maybe interest-driven and that organisations exercise some degree of control or influence over the resource environment or the organisation's exchange partners for the purposes of achieving stability. Theorists argue that organisational stability is achieved through the exercise of power, control or the negotiation of interdependences for purposes of achieving a predictable or stable inflow of vital resources and reducing environmental uncertainty.

2.3 Availability of Resources and Their Influence on Completion of Construction Projects.

In project management terminology, resources are required to carry out the project tasks. According to Wikipedia online dictionary resources can be people, equipment, facilities, funding, or anything else capable of definition (usually other than labour) required for the completion of a project activity. The lack of a resource will therefore be a constraint on the completion of the project activity. Resources may be storable or non-storable. Storable resources remain available unless depleted by usage, and may be replenished by project tasks which produce them. Non-storable resources must be renewed for each time period, even if not utilized in previous time periods. Resource scheduling, availability and optimization are considered key to successful project management. Allocation of limited resources is based on the priority given to each of the project activities. Their priority is calculated using the Critical path method and heuristic analysis. For a case with a constraint on the number of resources, the objective is to create the most efficient schedule possible - minimizing project duration and maximizing the use of the resources available (Feuerstein (1986).

Feuerstein (1986) argued that adequate resources ensure effective, quality construction projects. It is critical to set aside adequate financial and human resources at the planning stage. The required financial and human resources for timely completion of construction projects should be considered within the overall costs of delivering the agreed results and not as additional costs. Dedicated staff time for effective project implementation, staff should be dedicated for the function. The practices of deployment of personnel for monitoring vary among organizations. The duration of a project will be determined by its purpose.

Gorgen (2001) further notes that the availability and accessibility of construction materials influence the cost of the project exercise. In the absence of these construction materials, the contractor needs to spend more time and resources to locate them. The appropriateness of allocated resources should be assessed to ensure that project runs without delays. If a church construction project is carried out jointly with donors in the context there should be an agreement on resourcing modalities with potential donors or other counterparts at the outset.

Budget limitation is consistently one of the greatest constraints to timely implementation of church's construction projects. While projects can often compensate for a lack of technical capacity through training and/or outsourcing, they cannot compensate for the lack of money.

Carrying out a church's construction project costs money and, depending on how ambitious project implementers are about their project, it can cost a lot of money. Successful and timely completion of construction projects in churches requires that an organization invest valuable resources, including money and peoples' time. At the earliest stage of designing a construction project, key stakeholders must make a decision on whether the activity is worth pursuing given the expected use and costs. At least a rough budget for the activity is therefore needed as part of up-front planning.

Gwadoya (2001) observed that financial resources for church's construction projects should be estimated realistically at the time of planning for the project. While it is critical to plan for project execution together, resources for each function should be separate. In practice, each project should have two separate budget lines for example the project and for its monitoring and evaluation agreed in advance with partners. Monitoring and evaluation costs associated with projects can be identified relatively easily and be charged directly to the respective project budgets with prior agreement among partners through inclusion in the project budget or Annual Work Plan (AWP) signed by partners. Sourcing and securing financial resources for church's construction project or programs can pose additional challenges.

Pace (1990) stated that it is important to allocate required funds for each construction project. It is important that partners consider the resources needed for timely completion of projects and agree on a practical arrangement to finance the associated activities. Such arrangements should be documented at the beginning of the program to enable partners to transfer necessary funds in accordance with their procedures, which could take considerable time and effort. Human resources are critical for effective implementation and timely completion of construction projects, even after securing adequate financial resources. For high-quality execution of a construction project, there should be an excellent learning tool as well as a means to improve program.

From global perspectives, resources availability is one of the important challenges facing the construction industry characterized by shrinking workforce. Statistics Canada predicts that in Canada by 2016 there will no longer be enough new workers to replace retirees. In the US a Conference Board study: *Managing the Mature Workforce*, predicts that by 2010, the number of workers aged 35 to 44 will decline by 19%; aged 45 to 54 will increase 21%; and aged 55 to 64 will increase 52%. This is a world-wide phenomenon. The number of workers aged 35

to 44 is expected to decline by 27% in Germany, 19% in the U.K., 9% in Italy, 10% in Japan, and by 8% in China. A recent study from the American Public Power Association (APPA), *Work Force Planning for the Public Power Utilities: Ensuring Resources to Meet Projected Needs* reports that the loss of critical knowledge and the inability to find replacements with utility-specific skills are the two biggest challenges facing the industry. In the utility industry the average age of utility workers is close to 50 and by 2010, as many as 60 percent of today's experienced utility workers will retire. A survey conducted in 2005 by the Carnegie Mellon University Electricity Industry Center found that human resources executives in the utility sector overwhelmingly listed the aging work force as their number one concern.

The construction industry a report prepared in 2004 by the U.S. Department of Labor Employment and Training Administration (ETA) entitled: *America's Construction Industry: Identifying High Growth Job Training Initiative in the Construction Industry* reported that "industry leaders noted that the construction industry is experiencing a shortage of workers. This current shortage is complicated by two trends: the growth of the industry, and the retirement of the "baby boomers." The ETA projects that the construction industry will grow at an average annual rate of 1.3 percent between 2002 and 2012, adding over one million new jobs. The U.S. Bureau of Labor Statistics projects that the number of jobs in construction will increase by 800,000 in the next ten years from 2004 (6,964,500) to 2014 (7,756,900.) The shrinking workforce problem affects utilities as well as the construction industry. According to the BLS the overall number of jobs in utilities is projected to be roughly stable over the next ten years 2004 (570,000) to 2014 (562,500) which implies that most new employment will be replacement as more experienced workers retire.

In African countries developing countries, Construction Projects represent a strategic option towards achieving sustainable development objectives. On the one hand, these projects are characterized with the need for high design knowledge and technical skills; competent human resources and managerial capabilities as well as excessive cost investment. Conversely, developing countries experience shortage of many of these requirements, which obstruct the development of (MCPs). There are challenges of delivering Mega Construction Projects (MCPs) in developing countries.

Construction projects require unique design knowledge, skills, and experience. Lack of professional expertise, shortage of full understanding of scientific and technical requirements (Georgieva, 2012) and improper decisions and overlooking specialists and stakeholders consultation during the decision making process (Kerzner, 2006; Jia et al., 2011) obstruct the development of Mega Construction Projects (MCPs) in developing countries. These challenges were clearly noticed in Toshka project, a water infrastructure development, Egypt as not all technical requirements have been taken into full consideration and the different studies conducted over the years related to the project have not been discussed openly and in public. Examples of the technical failure include: Rational behind Human Development Challenges .The ability to attract, retain and develop talented employees is a key feature of successful business. People are an organization's most valuable asset and this is especially true in relatively low-tech, labour- intensive industries such as construction (Loosemore et al., 2003).

Labours are the lifeblood of any construction project, especially in construction projects in developing countries. They are the workforce that creates the final product. Therefore, it is imperative to improve their skills and enhance their abilities to increase the productivity of the construction industry and ensure the quality of the constructed projects (Ramburan and Othman, 2007). X Shortage of providing quality education and professional training programmes is a major challenge that leads to lack of providing Mega Construction Projects (MCPs) with high-qualified human resources, which have the right skills of organization, technology and management in construction that match challenges of construction projects in developing countries.

In addition, lack of human resources development in management related disciplines i.e. project management, contract administration and leadership results in poor supply of experienced staff who can accept critical roles, which they are not, prepared for (Georgieva, 2012). Furthermore, there is an agreement between academics and profession- als that academic institutions do not equip graduates with necessary skills required to meet the requirements of the construction industry (Nkado, 2000; Chileshe and Haupt, 2007; Rwelamila, 2007) which highlights the need for human resource development. The construction of the 2010 FIFA World Cup stadia in South Africa is a clear example that explains the impact of the shortage of skilled labour on delivering construction projects in stated timelines in developing countries.

Baloyi and Bekker (2011) stated that shortage of skilled labour was ranked the third out of nine causes of cost overrun (with Relative Importance Index = 0.58 out of 1) and the second out of nine causes of time delays (with Relative Importance Index = 0.63 out of 1). Another example is the development of Nelson Mandela Bay Metro- pole in South Africa where 100,000 specially designed dwellings of high architectural and engineering quality need to be constructed in 3-5 years to wipe out the backlog 2 million homes. Failing to provide skilled labour and properly trained on-site supervisors who are capable to deliver the required standard of work leaving delivery of homes to unreliable contractors was a major challenge towards achieving the project objectives of finishing the project in time (Koen and Theron, 2008).

The issue of timely completion of construction projects in Kenya is increasingly becoming an issue of concern among the stakeholders in the construction industry. The most important factor influencing timely completion of construction projects in Kenya is financing by the contractor, during the project, changes in designs by the owner or his agent during the construction, delays in contractor's payment and non-utilization of professional construction management. In addition, preparation and approvals of shop drawings also contribute to the delays to a significant extent. This is because of the increasing rates of interests, commercial pressure, inflation and the potential of a construction project to result in disputed and claims leading to litigation or arbitration. Others are cash flow problems during the construction process. Owners on their part cause delays when they face labor shortages or engage inadequate labor skills. In a country like Kenya, construction workers are relatively unskilled and lack of adequate planning at the early stages of the project results in time and cost overruns. The Chinese contractors know this by now. Plan on how to train the Kenyan labor force on their construction methods and this might reduce the scenarios that we see Chinese contractors working with only two or three local workers at the construction site. The more they train and engage in their projects, the more the construction process is likely to stay on course.

2.4 Competence of Staff and their Influence on Completion of Construction Projects.

Competence in human resources is a standardized requirement for an individual to properly perform a specific job. Cuban (2001) observed that there are many ways to define and measure the adequacy of staff competency, capacity and the effectiveness of agencies tasked

with the construction projects. The effectiveness of the project team tasked with church's construction project administration depends to a large extent on the project staff capacity relative to the demands placed upon them. To be effective, church's construction projects need to have sufficient and capable staff with the appropriate mix of skills and expertise, the motivation and will to act, and the incentives and resources necessary to achieve their mandate. Kent (2011) postulates that the ability of a project's staff to meet demands for its services depends on both its numbers and the skills and expertise staff members bring to the job. A project team needs to have at least the minimum necessary mix of skills and expertise and a sufficient number of staff with appropriate skills relative to the scale of its responsibility.

Construction projects do not implement themselves. They require people to carry out laid down work, there is need to understand who will work on the systems, what skills and knowledge they have and the overall level of human resources available – both within the team and externally – to support your project execution plan. The minimum required mix of skills and expertise, and the required number of staff per unit managed or administered by the agency can be established through estimates provided by knowledgeable informants (Economic Stimulus Programme Handbook, 2009). These informants could include current and past managers of the stimulus project analysts, researchers, c tracking the stimulus project operations and functioning (Cambridge, 2000).

Based on their informed contractors or consultancy firms opinions, a range of estimates for the minimum required skill mix and the number of required staff with requisite skills per unit can be established as points of reference. To translate a project's staff skills and expertise into effective action, staff members must have the motivation and willingness to discharge their responsibilities and perform their mandated functions according to norms of professional behavior. Staff motivation and will to act is not directly observable, but it is linked to incentives and rewards for good performance within a project team. The relative attractiveness of the agency's compensation package and prospects for professional growth and promotion can motivate staff and serve as incentives for good performance. Norms of professional behavior set standards and expectations on how staff members ought to conduct themselves in the course of their work. The degree to which these standards are adhered to also provides some indication of quality of staff performance and of how effectively an agency is managed (Kent, 2011).

Gardner (2003) argued that skilled personnel staff entrusted with project execution should have required technical expertise in the area. Where necessary, skill levels should be augmented to meet the needs and with ongoing investments in developing such capacity within the office as necessary. Specific considerations for budgeting and financing for effective construction endeavors of the project should estimate and indicate financial requirements and financing means for each evaluation in the evaluation plan. When estimating the cost for a project, the duration and scope of the evaluation should be considered. Project management involves people in several different roles: team member, project leader or manager, and client or stakeholder.

The effective project team consists of a group of people who understand the project objective, have expertise in their field as it relates to the project, and understand each person's role and responsibility. Project team members need to be willing to cooperate and collaborate, trust and respect other team members, and focus on results. The project manager is the one responsible to keep the project on track and deliver the project outcome, either product or service, on time and within budget. The project manager must ensure that the outcome of the project is what the client or stakeholder asked for, and that the client is satisfied with the results. For effective outcomes, the project manager needs to optimize the use of the shared resources, and balance time, cost, quality, and risk to meet or exceed stakeholder expectations. A successful project manager probably serves as the equivalent of both the CQI team leader and the team facilitator. The project manager is the leader of the team, with formal authority (from designation as the project manager) and possible informal authority (through respect earned from the team members). The project manager oversees the definition, planning, execution, and completion of the project, and the work of the team members. Remembering that the team members are experts in their fields, the project manager may serve as coach (providing strategy, road maps, or plays) or conductor (bringing together specialized experts to provide music rather than noise) for the team members. Team members probably don't need to be closely supervised or micromanaged. An effective project manager will be skilled in leadership, communication, time management, problem solving, and handling conflict, and will know when to delegate and how closely to monitor progress. The project manager will have to make use of softer interpersonal skills such as team building, negotiation and conflict resolution, and more quantitative skills such as estimating, scheduling, and tracking. The Global Alliance for Project Performance Standards (2007)

identifies six major units for project manager competency: manage stakeholder relationships, manage development of the plan for the project, manage project progress, manage product acceptance, and manage.

Coordination Problems due to incompetency of project manager may cause project delays. In a construction project there are many parties involved such as contractor, consultant, subcontractor and client. Often, it may be difficult for these various separate parties to coordinate well in order to complete the project. In one study conducted by Assaf et al. (1995) it was found that difficulty in coordination between the parties is one of the factors that contributes to delay. In addition, Majid and McCaffer (1998) also agreed that coordination problems will contribute to delay.

Ali et al. (2008) and Kadir et al. (2005) stated that lack of coordination between contractors and subcontractors will lead to delay, for example in the situation that newly revised construction drawings of a project may be issued later by the contractors to the subcontractors. This leads to construction mistakes and the work requiring to be redone. Reconstruction work takes additional time, therefore impacting upon the completion time of the project. According to Sambasivan and Yau (2007), most of the unskilled labourers used in the Malaysian construction industry are foreign labourers. These foreign labourers have little formal education (Santoso et al., 2003). Thus, coordination is very important to guide and instruct these labourers to perform their work correctly. Without coordination, the project will be delayed due to rectifying defective works and low productivity of labourers.

Poor Site Management Effective and efficient site management by contractors is very important to ensure projects are completed on time. Poor coordination contributes to delay from estimated completion time. Poor site management may occur when contractors do not have enough experience and suffer from a lack of knowledge in managing the project team (Kadir et al., 2005). A project manager is the leader in a construction project in the sense that he is required to manage all the works on site from monitoring progress of construction works to managing all the administrative work in the project. It is of utmost importance for the project manager to manage the work and project teams effectively. Hence, poor site management from the project manager will affect the whole team and also the progress of works, resulting in the eventual outcome of project delay. This view is supported by studies conducted by Augustine and Mangvwat (2001), Arshi and Sameh (2006), Arditi

et al. (1985), Faridi and El- Sayegh (2006), Toor and Ogunlana (2008), Yang and Ou (2008), Sweis et al. (2008), Aibinu and Odenyika (2006) and Ahmed et al. (2003) who concluded that poor site management is one of the factors that contribute to delay in construction projects.

Globally From a resource-based point of view, superior performance of construction projects is linked to the resources and capabilities possessed by a particular project staff. Even though conceptualizing and or measuring these capabilities is not straight- forward , an in-depth analysis of employees' competences and their development is inevitable because they form a key source for competitive advantage in construction projects. This holds particularly true for construction projects branches facing so-called hyper competition which de-notes a competitive situation where the key success factor is the ability to constantly develop new products, completed in stated timelines providing the customer with increased functionality and performance. From an economic modeling point of view, allocating available resources amongst a set of project opportunities poses a decision making problem of intriguing complexity. The question to be answered involves addressing how the goals of generating (innovation) value and strengthening innovation capacity can best be accomplished for timely completion of construction projects.

In a country like Kenya, construction workers are relatively unskilled and lack of adequate planning at the early stages of the project impacts on timely completion of construction projects and cost overruns. In the construction of Thika super highway for example, The Chinese contractors knew this. They planned on how to train the Kenyan labor force on their construction methods and this reduced the scenarios that we saw of Chinese contractors working with only two or three local workers at the construction site. The more they train and engage in their projects, the more the construction process stayed on course and completed in good time (<http://www.capitalfm.co.ke/business/2012/04/thika-superhighway-completion-set-for-june/>).

2.5 Monitoring and Evaluation and its Influence on Completion of Construction Projects.

The organization for Economic Cooperation and Development (OECD) defines monitoring and evaluation as follows: Monitoring is a continuous function that uses the systematic collection of data on specified indicators, to provide management and the main stakeholders of an ongoing development intervention with indication of the extent of progress and achievement of objectives and progress in the use of allocated funds.

Evaluation, on the other hand, is the systematic and objective assessment of an ongoing or completed project, program, or policy, including its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors (Görgens and Kusek, 2009). From the above two definitions, it is immediately evident that monitoring and evaluation are distinct yet complementary. Monitoring gives information on where a policy, program or project is at any given time (and over time) relative to respective targets and outcomes. It is descriptive in intent. Evaluation gives evidence of why targets and outcomes are or are not being achieved. It seeks to address the issues of causality. Of particular emphasis here is the expansion of the traditional M&E function to focus explicitly on outcomes and impacts (Kusek and Rist, 2004).

Monitoring and evaluation can be effective tools to enhance the quality of project planning and management. Monitoring helps project managers and staff to understand whether the projects are progressing on schedule and to ensure that project inputs, activities, outputs and external factors are proceeding as planned. Evaluation can be a tool to help planners and managers assess to what extent the projects have achieved the objectives set forth in the project documents. Monitoring and evaluation as a tool for learning and continual improvement has been increasingly viewed as key to the success of projects and the sustainable management of resources (Stem, Margoluis, Salafsky, & Brown, 2005). Continual improvement approaches to M&E include Performance Management Frameworks (Behn, 2003) designed to maximize the effectiveness of projects or programs.

Results-based management (Swiss, 2005) is one such performance management approach commonly used in government and nongovernmental organizations. Despite the availability of these management tools the success of projects remains vulnerable to how effectively they are applied (Schreiber, Bearlin, Nicol, & Todd, 2004). Managers commonly do not have the capacity to effectively monitor progress and evaluate success at landscape and regional scales (Stem, Margoluis, Salafsky & Brown, 2005). Due to the complexity of socio- ecological factors associated with various projects, Margoluis, Stem, Salafsky & Brown (2009) emphasize that project planning and evaluation is wrought with challenges. A lot of scholars have highlighted the fact that many organizations globally have a number of challenges in this aspect of monitoring and evaluation of the projects they implement. The challenges unless mitigated mean that the monitoring and evaluation is not effectively done, translating into inability of projects to optimally benefit from this monitoring and evaluation aspect (Rakotonahary, 2002).

From a global perspective Monitoring and evaluation has become an increasingly important tool within global efforts toward achieving environmental, economic and social sustainability (Mrosek, Balsillie & Schleifenbaum, 2006). Project monitoring and evaluation is fundamental if the project objectives and success is to be achieved. Monitoring and evaluation of project improves overall efficiency of project planning, management and implementation. Monitoring and evaluation are intimately linked to project management functions and as a result there is a lot of confusion in trying to make them work on projects (Crawford and Bryce, 2003).

At national and international scales, sustainability criteria and indicators for M&E are important tools for defining, monitoring and reporting on ecological, economic and social trends, tracking progress towards goals, and influencing policy and practices (Montreal Process, 1998; NRC an, 2000; United Nations, 2000, 2008). At regional and sub-regional scales M&E is important for assessing the sustainability of local practices, and can be an important tool to assist with management planning. Current educational thinking underpinning monitoring and evaluation reflects a move away from a pathological theoretical approach to one which values understanding of learning difficulties. Monitoring and evaluation locates barriers to learning and development in the entire system instead of only focusing on the individual. This implies that barriers to the implementation may be located within the project, the community and or within the broader social, economic and political

context. This thinking has its foundation in Eco systemic theory postulated by Bronfenbrenner (1979).

The Eco systemic theory of Bronfenbrenner (1979) is the most commonly used theory in monitoring and evaluation. Implicit in the systems approach is the understanding that there are layers in the systems that interact with each other to produce certain outcomes. It suggests that effective implementation of inclusion requires the collaboration or interaction of multiple participants. With regard to Eco systemic theory, several researchers argue that monitoring and evaluation are badly implemented because they may be based upon an inadequate understanding of the problem, its causes and the possible solutions (Sabatier, 2005). In other words, if the theory underpinning the policy is fundamentally incorrect, the policy implementation will fail. One of the key proponents of this approach is Elmore (2000). He argues that a more realistic understanding of implementation can be gained by looking at the policy from the view of the target implementers and the service providers. This theorist argues that successful implementation depends more on the skills of local implementers than upon efforts of central government officials. Matland (1995) notes: “At the macro-implementation level, centrally located actors devise a government programme, at the micro-implementation level; local organizations react to the macro- level plans, develop their own programs and implement them.”

According to Behn (2003) most (66.7%) of the government projects in the developing countries fail due to poor monitoring and evaluation during the project implementation process. The study also determined that the monitoring and evaluation practices of the projects fell short of the best practices. Most of the best practices were inconsistently done and others were not done at all. Planning for monitoring and evaluation was inadequately and inconsistently done. Further, Muzinda (2007) observed that there have been reports in the media decrying the inadequate monitoring and evaluation of HIV/AIDS projects implemented in Botswana. This is mainly due to the serious lack of control of funds that were disbursed, lack of accountability for the disbursed funds and absence of any evidence of the attainment of the objectives for which the funds were disbursed to the NGOs. Lack of adequate monitoring and evaluation expertise or capacity among the local NGOs is one area that has been highlighted by several scholars (Hughes d’ach, 2002: and Gibbs et al., 2002).

Monitoring and evaluation requires specific skills and expertise such as monitoring and evaluation design skills particularly log frame design, indicator setting: both qualitative and quantitative, design of data collecting instruments including questionnaires, focus discussion guides. Other necessary skills include data collection skills such as conducting interviews, conducting focus group discussion, data analysis and report writing skills (Gibbs et al., 2002). Lack of adequate financial resources to carry out monitoring and evaluation is another challenge faced by these organizations. A good number of organizations lack adequate funding for their activities: this means that the little resources available are channeled to actual implementation of project activities: monitoring and evaluation are looked at as an expense that they cannot afford (Gibbs et al., 2002).

Casley and Kumar (1987) stated that need for effective monitoring and evaluation Monitoring and evaluation (M&E) is increasingly recognized as an indispensable tool of both project and portfolio management. They acknowledged need to improve the performance of development assistance calls for close attention to the provision of management information, both to support the implementation of projects and programs and to feed back into the design of new initiatives. M & E also provides a basis for accountability in the use of development resources. Given the greater transparency now expected of the development community, governments and agencies assisting them need to respond to calls for more success on the ground with examples of development impact and with evidence that they have systems in place that support learning from experience.

McMillan (1986) argued that awareness is growing and participation by project beneficiaries in design and implementation brings greater ownership of project objectives and encourages the sustainability of project benefits. Objectives should be set and indicators selected in consultation with stakeholders, so that objectives and targets are jointly owned. The emergence of recorded benefits early on helps reinforce ownership, and early warning of emerging problems allows action to be taken before costs rise. A reliable flow of information during implementation enables managers to keep track of progress and adjust operations to take account of experience. Bamberger (1999) also indicated that another challenge is the provision for collecting data and managing project records so that the data required for indicators are compatible with existing statistics, and are available at reasonable cost. Thus, for example, a health project might be designed to further the sectoral goals of a reduction in child mortality and incidence of infectious diseases, but have an immediate, measurable

objective of providing more equitable access to health services. Objectives should be specific to the project interventions, realistic in the timeframe for their implementation, and measurable for evaluation.

In Africa, Jalandhar (2011) did a study on the challenges of monitoring and evaluating maternal and child health program in developing countries and established that in most of the developing countries the Management Information System (MIS) is not sound enough to capture all the indicators backed by numerous challenges. With an aspiration to achieve Millennium Development Goals (MDGs), evaluation of various maternal and child health program (MCH) can help stakeholders and the community to understand what the program is doing, how well it is meeting its objectives and whether there are critical needs inhibiting the progress. Barasa (2011) also conducted a study on the factors influencing implementation of monitoring and evaluation of projects in non-governmental organizations: a case of Sun Aid Africa. The study sought to understand how Finance affects Monitoring/Evaluation implementation; and also examine the level of participation of stakeholders in the monitoring and evaluation process.

Without forgetting the level of skills Monitoring/Evaluation officers possess to enable them perform the process satisfactorily and also the availability of enough staff to perform Monitoring and Evaluation. It was also revealed that finance and resources which most organizations tend to ignore determines the general input which would be dedicated to monitoring and evaluation as a whole. This study is of great significance to organizations, project officers, stakeholders and the community as a whole.

In a case of East Africa Wildlife Society, Nyabuto (2012) studied the factors influencing implementation of monitoring and evaluation of projects in NGO's. The study sought to understand how Finance affects M&E implementation; and also examined the level of participation of stakeholders in the monitoring and evaluation process. The study revealed that a higher number of stakeholders were not involved in monitoring and evaluation and also the projects do not allocate enough funds monitoring and evaluation. This research recommends further research to be done to investigate the system concepts on performing evaluation. It also recommends that a research to be done to address the gap that exist between interpretation of Monitoring and Evaluation framework and its implementation.

In Kenya, Kipyego (2012) did a study on the factors affecting implementation of monitoring and evaluation programs in Kazi kwa Vijana projects by government ministries in Kakamega Central District, Kenya. The study focused on the monitoring and evaluation component in the Kazi kwa Vijana projects. The study investigated the influence of funding and training on the implementation monitoring and evaluation programs. The research revealed several shortcomings in the monitoring and evaluation of Kazi kwa Vijana projects notably serious underfunding, lack of skilled manpower and a general negative attitude towards monitoring and evaluation. The study recommends that these critical issues be addressed by up scaling funding for monitoring and evaluation activities, enhanced training of monitoring and evaluation personnel and the setting up of dedicated monitoring and evaluation teams at the District level across all ministries implementing Kazi kwa Vijana projects. This will facilitate efficient implementation of these projects so as to maximize the benefits of this huge investment in the youth of this country.

Gwadoya (2011) also conducted a study on the factors influencing effective implementation of monitoring and evaluation practices in donor funded projects in Kenya: a case of Turkana District. On the key findings and recommendations, the researcher found that staff competency; resource adequacy, technology adoption and donor policies play a pivotal role in determining the performance and success of donor funded project. However, the study found that there is a shared need for proper understanding of M & E practices in donor funded project. On the other hand, Adan (2012) did a study on the factors influencing the application of participatory monitoring and evaluation (PME) in community based projects: a case of IDPs in Mogadishu Somalia. He observed that sufficient time was needed to develop adapt and implement the agreed process of PME. Training was also found to be very important in PME and it needed a lot of time to be built into the stakeholders.

Resources in form of finances and human resource was indeed necessary for PME for various activities such as planning, implementation, monitoring and mobilizing the community among other activities. Skills were also found to be necessary in the following area, planning, implementing, assessing and monitoring and for numeracy, literacy, interviewing and monitoring in qualitative and quantitative methods, for Management Information Systems (MIS) and for follow ups, adequacy, technology adoption and donor policies play a pivotal role in determining the performance and success of donor funded project hence their timely completion. However, the study found that there is a shared need for proper understanding of

M & E practices in donor funded project. On the other hand, Adan (2012) did a study on the factors influencing the application of participatory monitoring and evaluation (PME) in community based projects: a case of IDPs in Mogadishu Somalia. He observed that sufficient time was needed to develop adapt and implement the agreed process of PME. Training was also found to be very important in PME and it needed a lot of time to be built into the stakeholders. Resources in form of finances and human resource was indeed necessary for PME for various activities such as planning, implementation, monitoring and mobilizing the community among other activities. Skills were also found to be necessary in the following area, planning, implementing, assessing and monitoring and for numeracy, literacy, interviewing and monitoring in qualitative and quantitative methods, for Management Information Systems (MIS) and for follow ups.

2.6 Stakeholder Participation and their Influence on Completion of Construction Projects.

The Project Management Institute states in the PMBOK that “Stakeholders are persons or organizations (e.g., customer, sponsors, the performing organization, or the public), who are actively involved in the project or whose interests may be positively or negatively affected by the performance or completion of the project. Stakeholders may also exert influence over the project, its deliverables, and the project members.” (Project Management Institute, 2008, p 23). Project stakeholders are thus those people who have a stake in the project. They are persons who Has interest in the activities of the project. The following are the types of stakeholders that may be involved in a project activity: the community whose situation the programme seeks to change; Project Staff who implement activities; Programme Managers who oversee programme implementation; funders and other Decision-Makers who decide the course of action related to the programme and Supporters, critics and other stakeholders who influence the programme environment (Davies, 1998).

Ferreira (1999) argued that influence of stakeholder participation on effective implementation of projects provides opportunities for public participation. The extent to which stakeholder participate ensures people decision-making processes and decision-making capacity of the implementing the project and engage with other stake holders in projects' policy decision-making and implementation, existence and effectiveness of conflict resolution and grievance mechanisms is important. Lemos (2000) on the other hand, looked at multi-stakeholder processes and observed that they can aid in the specification and selection of appropriate construction project. Verification, triangulation and peer review can greatly enhance the accuracy, reliability and credibility of the chosen indicator and measurement, and of the governance assessments based on these measures. Stakeholder consultation can serve this purpose. Having the indicator measures and assessments cross-checked and verified by different stakeholders in the context of multi-stakeholder forum and dialogues can help reduce subjectivity and bias.

Stakeholders may not necessarily agree on the measured results or their interpretation and assessment. However, the areas and extent of disagreement among stakeholders can, in themselves, provide valuable insights and point to issue requiring greater attention. (Adan 2012). The project, in all likelihood, involves a variety of players. Project managers, resource managers, staff members, volunteers, participants, and community members all have a stake in the overall success of the project. Each plays a different role and sees the project through a different lens. These perspectives should be tapped when planning construction project in the church. To ensure that ideas and Perspectives are represented; members of stakeholder groups should be invited to participate in a church construction project planning team. The team, depending on the particulars of the project, may play a purely advisory role or may take a more hands-on role in the actual data collection.

The exact expectations of planning team members need to be decided and articulated early on in the process. Project execution as agreed among the key stakeholders at the end of the planning stage, is essential in order to carry out implementation systematically. This plan serves as a tool for the project implementation, and should clarify effective and timely decision making and required information from regular and implementation activities. Planning for implementation should start at the time of programme or project design, and they must be planned together with indicators for progress. Stakeholder participation in project implementation can produce effective communication for various other objectives.

These includes facilitating communication of 'early wins' to increase support and enlist engagement of those who are not yet engaged, ensure access of early products and services of initiatives for intended beneficiaries, mobilize additional resources to fill resource gaps, and ensure effective use of lessons learned in future decision making (Larry 2001). According to Karl (2000), in order to monitor and evaluate stakeholder participation in development projects and programmes, it is necessary to identify the stakeholders, i.e. those who are affected by the outcome, negatively or positively, or those who can affect the outcomes of a proposed intervention.

Primary stakeholders are those people and groups who are ultimately affected by the project. Secondary stakeholders are intermediaries in the process of delivering aid to primary stakeholders. External stakeholders are those not formally involved in a project, but who may impact or be impacted by it. In development projects and programmes, stakeholders usually include donor agencies, government, civil society organizations and the local community and beneficiaries. Stakeholder analysis is one of the major methods used for identifying the relevant stakeholders of a particular project or programme. Experiences in monitoring and evaluation of participation are still limited. Attention has been focused more on identifying stakeholders and assessing the extent and quality of stakeholder participation than on assessing the costs and benefits of participation to the different stakeholder groups or the impact of stakeholder participation. However, there is not always a clear separation among the approaches and methods for assessing these different aspects of participation. Assessing the extent and quality of participation requires both quantitative and qualitative indicators. Quantifiable indicators can be used to measure the economic aspects of participation, the extent of participation in organizations and project activities, and the development momentum. Qualitative indicators measure processes such as organizational growth, group behavior and self-reliance. These indicators may evolve over the life of a project as participation changes. (Larry 2001).

Stakeholder's assessment is a crucial element in assessing the extent and quality of participation. Understanding gender differences is also essential. While different methods can be used, participatory monitoring and evaluation and involvement of the primary stakeholders wherever possible is generally recommended. Experiences in assessing the costs and benefits of participation to the different stakeholders have been limited. The few assessments documented in the literature pertain mainly to the costs to the donor agency. The World

Bank, in particular, has carried out some assessments of the costs of participation to the Bank. Results show that participatory projects require more financial and time input than non-participatory projects, but that these are not excessive. The studies have not, however, attempted to measure the costs of not providing for participation. Some of the literature suggests that participatory project implementation could be used to assess the costs and benefits of participation to the primary stakeholders (Karl, 2000). Karl (2000) further states that assessments of the impact of stakeholder participation have been carried out mainly through reviews of ex-post evaluations, case studies, surveys and statistical analysis. There has also been some experience of using both conventional M&E techniques and participatory M&E during the life of the projects. While evidence is still limited, it suggests that participation has a positive impact on project and programme performance, outcomes and sustainability.

Co-operation partners and stakeholder groups should be encouraged to participate in the evaluation process. Participation improves the quality of evaluations: accuracy of information, increased credibility and acceptance of findings, and better correspondence to the practical concerns of stakeholders. Participation is also an end in itself, as for primary stakeholders it is an empowerment strategy. As stakeholders are put at risk in an evaluation they should have the right to have their issues, problems and analysis included in the evaluation process. Participation offers the opportunity to influence the evaluation process and becomes a prerequisite of ownership (IPDET Handbook).

Stakeholder participation in monitoring and evaluation can produce effective communication for various other objectives. These include: facilitate communication of 'early wins' to increase support and enlist engagement of those who are not yet engaged, ensure access of early products and services of initiatives for intended beneficiaries, mobilize additional resources to fill resource gaps, and ensure effective use of lessons learned in future decision-making. Stakeholder participation throughout the programming cycle ensures ownership, learning and sustainability of results. Continued stakeholder participation in monitoring and evaluation cannot be assumed. It must be institutionalized. Specific measures have to be built into program and project management processes to ensure continued and effective involvement of stakeholder.

Globally Projects have changed in the last decade as globalisation presents a dynamic and more interactive process, which is influencing nowadays everywhere. Therefore a lot of global projects currently get executed in organisations containing completely diverse cultures, working together to reach success. This extraordinary and worthy phenomenon (Anon., 2010) consists of different stakeholders, which intervene from various points of view as well as presenting the global project itself. As Aarseth et al. (2012) pointed out the biggest challenge in global projects is the treatment of external stakeholders. Stakeholders in general need to be considered as a key to success within global environment (Turner, 2007). Therefore they need to be heard (Andersen, 2008) as well as actively and effectively communicated with (Grisham & Srinivasan, 2007). Another reason for examining stakeholders in global projects presents the different perspectives of various stakeholders. From this understanding the global project can benefit a lot, and aim to commit early to stakeholders within the global project (Tinnirello, 2002). Therefore stakeholders display the core of a global project and their particularities as well as different influences towards the project need to be examined. Firstly core elements as global projects, stakeholders and success factors are defined, then stakeholders are examined more closely by presenting the motivation and necessity of stakeholder attention. Furthermore global environments are still unknown in terms of interaction of different participants as well as reaction caused by various new impacts. Besides good preparation there can be unexpected problems in terms of varying institutions (Orr & Scott, 2008). Communication is the basic tool between the stakeholders. As collaborative knowledge has become a core competence in the global environment (Lee in Cleland & Gareis, 2006), stakeholders need to get treated intensively to exploit this type of knowledge. Relationship management presents the most important particularity and a fundamental of communication. The Project Management Institute states, by not being aware of the stakeholders and if overlooking them, a failure is very likely to occur (Project Management Institute, 2008). Stakeholders in general can be described as the core on one side and as the global project itself on the other side, therefore needs to be examined in detail to understand the new influences and different impacts a global project faces. Through the extent of the scope to a global level, more actors have to be considered as participants of a global project (Kliem, 2012) to be able to finish this project successfully, because the stakeholders will provide the basis for decision making and by this have a big stake in the global project (Van Gunsteren, 2011).

In Africa Over the past several years, issues of “participation” have become increasingly important at the African Development Bank. Like other international development institutions, the Bank has recognized that participation is essential to the achievement of its overarching objectives of poverty reduction and sustainable development. Participatory approaches have been shown to enhance project quality, ownership and sustainability; to empower targeted beneficiaries (in particular, women and poor people) and to contribute to long-term capacity-building and self-sufficiency.

Numerous development projects documents in Africa refer to the importance of “stakeholder participation” and encourage staff to utilize a “participatory approach” in their day-to-day operations. For example, the Bank’s Vision statement (1999) emphasizes the importance of “a bottom-up, participatory approach” and a “client-responsive approach to ensure stakeholder commitment and ownership”. The Bank document entitled operationalizing the Vision calls for a shift to an approach where “all stakeholders, including targeted beneficiaries of civil society, the donor community and borrower countries are involved from the outset of program design through to implementation”. Multiple references are made to “stakeholder participation” and “participatory approaches” throughout the Bank’s Operations Manual (in particular, in sections regarding the content of operational missions and project documents) and in almost all recent Bank policy papers, for example, those on Education , Governance, Economic Cooperation and Regional Integration, Cooperation with Civil Society Organizations, Population, HIV/AIDS (forthcoming), and Gender (forthcoming).The Bank has firmly committed itself to mainstreaming participatory development, and staff are required to adopt a participatory approach in carrying out their work. In practice, also, the Bank is making notable progress in translating the commitment to participation into concrete actions—in both its policy and project based interventions.

2.7 Summary of Literature Review.

This chapter is divided into eight sections. Section one gives an introduction of the topic. Section two covers the influence of availability of resources on timely completion of construction projects in ACK St Andrew’s cathedral Cathedral Thika, section three covers Competence of staff and their influence on timely completion of construction projects by ACK Cathedral Thika. Section four explores Monitoring and Evaluation and its influence on timely completion of construction projects by ACK, Cathedral Archdeaconry, Diocese of Thika in Kiambu county and section six covers Stakeholders Participation and their influence

on timely completion of construction projects by ACK, St Andrew's Cathedral, Thika in Kiambu county. Section seven covers the conceptual framework. The chapter ends by looking at critique review and the existing gap.

2.8 Research Gap

Construction projects are notorious for failing to complete in time being over-budgeted, late and saddled with scope creep, as well as for poor communication protocols and inadequate controls around scope change management this especially pronounced in nonprofit organizations (Guerin, 2012). Timely completion of construction project is fundamental if the project objectives and success is to be achieved. A project that is completed in time exhibits overall efficiency of project planning, management and implementation and effective tracking project progress.

No study had been carried on the factors influencing on completion of construction projects by church organization. This study sought to fill this research gap by investigating factors influencing the completion of construction projects by church organizations in a case of St Andrew's cathedral in Thika, Kenya. Factors that Influenced the completion of construction projects by church organization had not been well documented in the public and church's regulation and therefore lacked clarity among many Anglican church of Kenya organisations. As a result, the literature review looked into the role played by various factors in determining completion of construction projects. A detailed analysis on the influence of availability of resources, competency of staff, project monitoring and evaluation and stakeholders participation for completion of construction projects by ACK St Andrew's cathedral was looked into.

2.9 Conceptual Framework

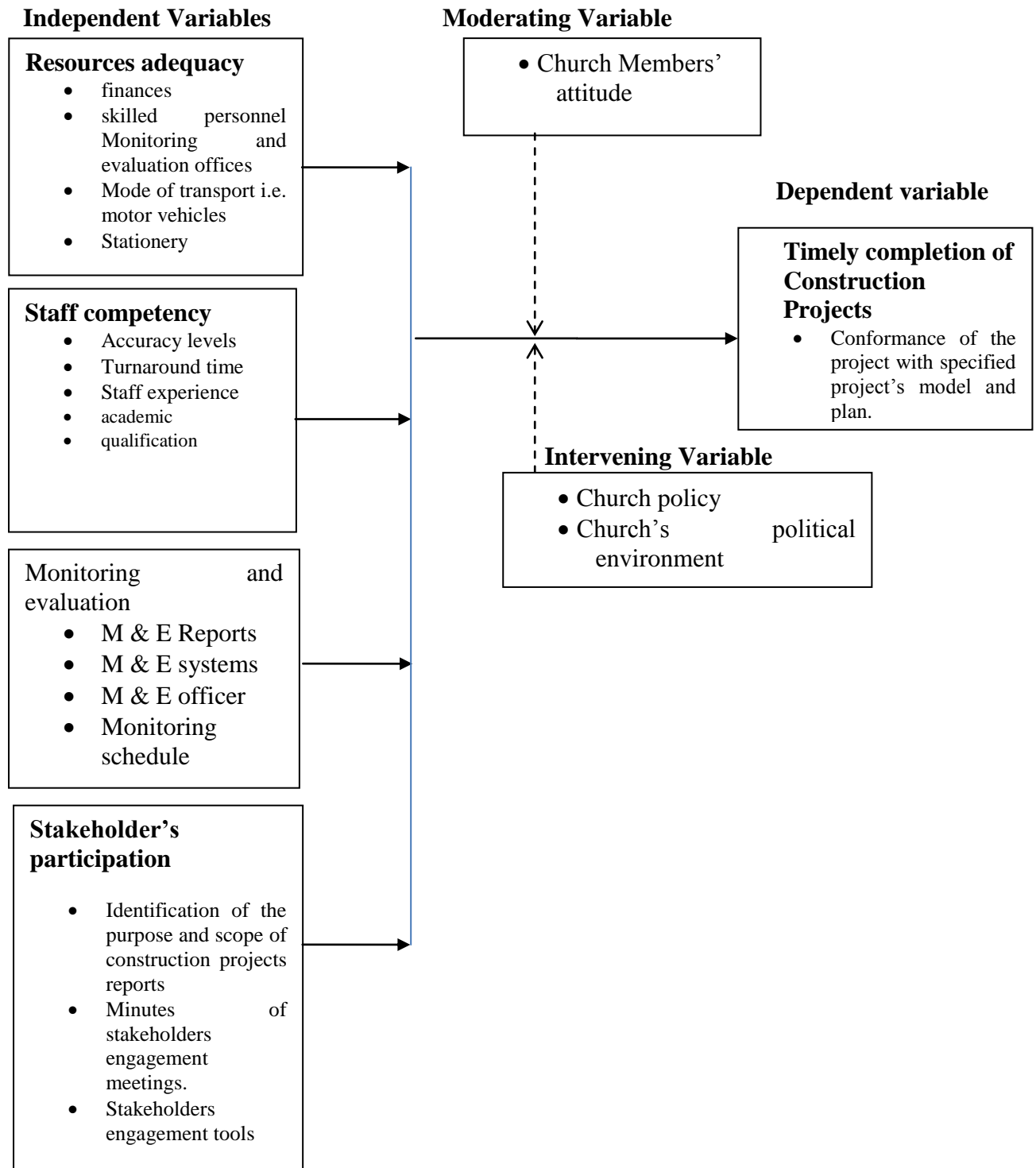


Figure 1 Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlined the overall methodology of how the research was carried out. This included the research design, population of the study, sample size, data collection methods and data analysis and presentation. Data collection methods like interviews and observations were mentioned. Questionnaires were the main data collection instruments.

3.2 Research Design

Orodho (2003) defines a research design as the scheme, outline or plan that is used to generate answers to research problems. According to Zikmund (2000), descriptive design allows the researcher to gather information, summarize, present and interpret data. This study employed descriptive survey design. Descriptive method involved measurement, classification, comparison and interpretation of data while the survey method was suitable as it was used in gathering data from a relatively large number of cases at a particular time. This design was preferred because the questions raised in the study required collecting data through administration of questionnaires and interviewing the respondents and also it was effective since the study involved a large population. The design was appropriate because the researcher was able to examine variables under natural conditions in which they were operating as dependent and independent variables.

3.3 Target Population

According to Mugenda and Mugenda (1999), population refers to a complete census of all items or people in a researcher's area of study. According to Mugenda and Mugenda (2003), the target population should have some observable characteristics, to which the study intends to generalize the results. The target population for this study was all 9 development committee members, 19 Parochial Church Council and 1600 church Members of Anglican Church of Kenya St Andrews Cathedral Archdeaconry from four deaneries .

Table 3.1: Target Population

Level	No in Position	Percentage of Total Population
Development committee members	9	0.6
Parochial Church Council (PCC)	19	1.2
Church Members	1600	98.3
Total	1628	100

3.4 Sample Size and Sampling Technique

3.4.1 Sample Size

Sample size is the number of observations or replicates to include in a statistical sample. The sample size is an important feature of any research study in which the goal is to make inferences about a population from a sample. In practice, the sample size used in a study is determined based on the expense of data collection, and the need to have sufficient statistical power.

3.4.2 Sampling Technique

This is a method of statistically selecting a random (or "representative") subset of a population. It is concerned with the selection of a subset of individuals from within a statistical population to estimate characteristics of the whole population. Sampling technique is widely used for gathering information about a population. Purposive sampling and simple random sampling was used in order to gather data required in this research. Purposive sampling is a method in which elements are chosen based on purpose of the study. It may involve the studying of the entire population of some limited group or a subset of a population. Thus all the 9 development committee members and the 19 Parochial Church Council (PCC) members were taken. A sample of 10% of the total population of church members was also applied using simple random sampling. According to Gay (1983) as cited by Mugenda and mugenda, (2003) suggests that for descriptive studies at least 10% - 20% of the total population is enough. Therefore 160 respondents formed the church members' sample population for the study.

In statistics, a simple random sample is a group of subjects (a sample) chosen from a larger group (a population). Each subject from the population is chosen randomly and entirely by chance, such that each subject has the same probability (or chance) of being chosen at any stage during the sampling process. An unbiased random selection of subjects is important so that in the long run, the sample represents the population.

Simple random sampling merely allows one to draw externally valid conclusions about the entire population based on the sample. Conceptually, simple random sampling is the simplest of the probability sampling techniques. It requires a complete sampling frame for small populations. A simple random sample gives each member of the population an equal chance of being chosen. One way of achieving a simple random sample is to number each element

in the sampling frame (e.g. give everyone on the church register a number) and then use random numbers to select the required sample.

Table 3.2: Sample Population

Level	No in Position	Proportion	Sample
Development committee	9	100%	9
Parochial Church Council	19	100%	19
Church members	1600	10%	160
Total	1628		188

3.5 Data Collection Instruments

The study used both primary and secondary data collection. The primary data was collected from the Thika A.C.K Cathedral archdeaconry development committee members, parochial church council and church members using a structured closed ended and open ended questionnaire. This instrument was preferred by the researcher since it was effective in generating the required response. The closed ended questions were easier to administer as each item was followed by an alternative answers and it was also economical to use in terms of time and money. On the other hand the open ended questions were appropriate in this study as they permitted a greater depth of response especially as the study evaluated perception which was attitudinal in nature and thus this type of questions allowed the respondents to give their feelings, background, hidden motivation, interests and decisions (Mugenda and Mugenda (2003).In addition the researcher also used observation. The data generated through the above methods was both qualitative and quantitative in nature. This eventually made analysis easier. Secondary data was collected from Thika ACK Diocesan office.

3.5.1 Validity

Validity is the strength of our conclusions, inferences or propositions. Validity is defined as the appropriateness, correctness, and meaningfulness of the specific inferences which are selected on research results (Frankel & Wallen, 2008). It is the degree to which results obtained from the data analysis actually represent the phenomenon under study. More formally, Cook and Campbell (1979) define it as the "best available approximation to the truth or falsity of a given inference, proposition or conclusion. This research study concerned itself with content validity. Content validity according to Kothari (2004) is the extent to which a measuring instrument provides adequate coverage of the topic under study. Content

validity ensures that the instruments will cover the subject matter of the study as intended by the researcher. To ensure content validity of the instruments, the researcher closely consulted with research experts and also the peer members undertaking the same program. The research experts assisted in assessing the variables to be measured by the instruments, while the peer members helped in determining whether the set of items were accurately representing the variables under study. The questionnaire too was well structured to ensure that it remained focused, accurate and consistent in the course of the study.

3.5.2 Reliability of the Study

Reliability is the extent to which data collection procedures and tools are consistent and accurate (Salinger and Shohamy, 1989). Reliability of a measure indicates the extent to which it is without bias and hence ensures consistent measurement across time and across the various items in the instrument (Sekaran, 2006). Reliability is increased by including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures. An instrument is said to be reliable if measures what is supposed to measure.

To test reliability, a pilot study was conducted before the actual study to check on the reliability of the questionnaires in collecting the data. The pilot study involved 9 respondents. Cronbach's Alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. A construct composite reliability co-efficient (Cronbach alpha) of 0.6 or above, for all the constructs, is considered adequate. The acceptable reliability coefficient is 0.6 and above, if the Cronbach alpha is below 0.6 the reliability of the questionnaire is considered too low and thus the research tool should be amended.

Four constructs were studied. In order to ascertain the extent to which the data collection instrument was reliable in measuring the study constructs (or factors), reliability tests were carried out on influence of availability of resources, competency of staff, monitoring and stakeholder's participation on project completion. The findings of the pilot test showed that Resources scale had a Cronbach's reliability alpha of 0.757, competency scale had an Alpha value of 0.745, monitoring and evaluation had an Alpha value of 0.725 and stakeholder's participation had a reliability value of 0.712. This implies that the pilot test showed that the scales measuring the objectives met the reliability criteria ($\alpha > 0.6$). According to Mugenda & Mugenda, (2003) coefficient of 0.6-0.7 is a commonly accepted rule of thumb that indicates

acceptable reliability and 0.8 or higher indicated good reliability. This therefore indicated that the research tool was sufficiently reliable and needed no amendment.

3.8 Data Collection Procedure

The researcher collected data through self-administered questionnaire. This method was appropriate as it reached a large number of subjects who were literate. The interview guide, which was the questionnaire, was administered to the illiterate respondents on a face to face basis.

3.6 Data Collection Procedure

Data collection started with the researcher obtaining a letter of introduction from the University of Nairobi Extra-Mural Department before embarking to the field. The researcher made appointments with the churches heads in order to get permission to carry out the study. After permission was granted, administration of the questionnaires began and it took one month duration to complete the exercise. This was made possible through the help of the 3 research assistants who were closely supervised by the researcher. The study used 'drop and pick' method to administer the questionnaires to the sample population. There was prior booking of appointment before conducting interview

3.7 Data Analysis

According to Orodho (2003), data analysis is the process of systematically searching and arranging filed notes, data and other materials obtained from the field with the aim of increasing one's own understanding and to enable one to present them to others.

Before analysis, data was cleaned by checking for logical consistency and any unnecessary data was removed. Coding involved converting responses to numbers. The data collected was analyzed using both qualitative and quantitative methods of analysis. The quantitative data was analyzed using descriptive statistics where the responses from the questionnaires were tallied, tabulated and analyzed using percentages, frequencies, mean and standard deviation using Statistical Package for Social Sciences (SPSS V 21) which according to Martin &Acuna (2002), is able to handle large of amounts of data and is efficient because of its wide spectrum of statistical procedures purposively designed for social sciences.

The qualitative data from the interview guide and the open ended questions in the questionnaire was analyzed thematically using conceptual content analysis. Frequency tables and pie charts were used to present the data for easy comparison.

3.8 Ethical Issues

The study collected sensitive information; therefore, the researcher had a moral obligation to treat the information with utmost modesty. The researcher ensured the respondents confidentiality of the information given to ensure that the respondents were not reluctant to give the information as sought by the study.

3.9 Operational Definition of Variables

The different variable and how they were applicable to the study are summarized in Table 3.3.

Table 3.3: Operational Definition of Variables

Objective	Variable	Indicators	Measurement scale	Tools of Analysis	Type of data analysis
To establish whether availability of resources influence the timely completion of construction projects by ACK St Andrew's cathedral Thika.	Availability of resources	-finances -skilled personnel -Mode of transport i.e. motor vehicles Stationery	Nominal Ordinal	Mean Percentage	Descriptive statistics
To determine the influence of competency of staff toward timely completion of construction projects by ACK,St Andrew's Cathedral , Thika in Kiambu county.	Competency and attitude of staff	Competency and attitude of staff -Accuracy levels -Turnaround time -staff knowledge in Project planning and management -staff experience -staff professional and academic qualification - Staff motivation Accountability and responsibility	Nominal Ordinal	Mean Percentage	Descriptive statistics

<p>To determine the influence of monitoring and evaluation on timely completion of construction projects by ACK,St Andrew's Cathedral , Thika in Kiambu county.</p>	<p>Monitoring and Evaluation</p>	<p>-Monitoring and evaluation offices - Monitoring and evaluation records like reports - Monitoring and evaluation systems -M & E activities frequency</p>	<p>Nominal Ordinal</p>	<p>Mean Percentage</p>	<p>Descriptive statistics</p>
<p>To assess the influence of stakeholders participation on timely completion of construction projects by ACK,St Andrew's Cathedral , Thika in Kiambu county.</p>	<p>Stake-Holder participation.</p>	<p>-Stakeholders Engagement reports and minutes -Stakeholders engagement reports.</p>	<p>Nominal Ordinal</p>	<p>Mean Percentage</p>	<p>Descriptive statistics</p>

CHAPTER FOUR:

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter comprises data analysis, presentation and interpretation of the findings. The data presented includes response rate, background information of the respondents and a presentation of findings against each individual objective of the study. The data analyzed and presented was based on the responses to the items in the questionnaires schedules. Descriptive statistics are also used in analyzing the findings of this research project.

4.2 Questionnaire Return Rate

In the study, 188 questionnaires were administered to selected staff of the Thika A.C.K Cathedral. Out of the 188 participants, 144 successfully filled and returned the questionnaire. The sample therefore had a response rate of 77%. Such a response rate is viewed as very good with regard to Mugenda (2008) who asserts that a response rate of 50% is adequate, 60% good and above 70% may be rated as being very good. This, in a nutshell, implies that the respondents were an adequate representation of the entire targeted population.

4.3Part A: Demographic Information

As part of the general information, the respondents were requested to indicate their gender, the duration of church membership, level of education and Respondents' Awareness of Church Construction Projects. This was necessary in shedding light on the characteristics of the respondents.

4.3.1 The Gender of the Respondent

To get a balanced perspective, the researcher wished to get the views of both genders. This part therefore, was meant to find out the gender of the respondents. The findings are as shown in table 4.1

Table 4.1: Gender of the Respondent

Category	Frequency	Percentages
Male	58	40
Female	86	60
Totals	100	100

The result indicates that 40% of the respondents were male while 60% were females. This means that the majority of archdeaconry development committee members, parochial church council and church members are female it also implies that both genders were adequately represented

4.3.2 The Duration of Membership

The longer the respondent had been a member, the more familiar he or she was with the church construction project and hence ability to provide feedback on the factors which influenced their timely completion. Therefore the researcher sought to establish the duration of the membership of the respondents the result were as summarized by table 4.2:

Table 4.2: The Duration of Membership

Level of Education	Frequency	Percentages
Less than 2 years	17	12
2 - 5 years	40	28
5 – 10 years	69	48
More than 10 years	17	12
Total	144	100

The findings indicate that Majority were 5-10 year old in the church, while 28% were 2-5 years old, 12 % are ether less than 2years and above 10 years in the church membership. This showed the respondents were familiar with church running and traditions and their feeling for factors influencing project execution can be relied upon. Findings deduced that respondents had been members for long enough to be able to provide relevant primary data.

4.3.3 Education Level

The level of education of the respondent influences how well the respondent can execute the job and further provide feedback when need be. The respondents' level of education was as summarized by table 4.3:

Table 4.3: Education Level

Frequency	Frequency	Percentages
Primary	0	0
Secondary	0	0
Diploma	36	25
Degree	72	50
Postgraduate	36	25
Totals	144	100

The findings indicate that 25% of the respondents possess a diploma. Majorities of 50% possess a bachelor's degree and 25% has postgraduate qualifications. This show the respondents are conversant enough in handling the questionnaires.

4.3.4 Respondents' Awareness of Church Construction Projects

The research therefore sought to establish the Awareness of Church construction projects the results obtained were as indicated on Table 4.4

Table 4.4: Respondents' Awareness of Church Construction Projects

Variable	Frequency	Percentage
Yes	121	84
No	23	16
Total	144	100

The result shows that 84% of the respondents had been aware of church's constructions projects, while 16% of the respondents were not. The results indicated that the respondents had an awareness of the ongoing church's construction projects.

4.4 Resources

4.4.1 The Influence of Resources on Project Completion

Resources availability is one of the important challenges facing the construction industry hence the research posed this question to establish the feeling of the respondents on the influence of the availability of resources, the finding were as per fig 4.5:

Table 4.5: The Influence of Resources on Project Completion

Extent	Frequency	Percentages
To a Very Great Extent	84	58
To a Great Extent	28	20
To a Moderate Extent	17	12
To a Little Extent	12	8
To No Extent	3	2
Total	144	100

On the influence of resources on completion of construction projects , results shows that 58% majority admitted that resources influence completion of construction projects to a very great extent, while 20 % admitted it was to a great extent, 12 % to a moderate extent and 0 % To a little extent and To no extent. With regard to whether the resources needed for completion of construction projects were available, the interviewees indicated that the availability of resources influenced completion of construction projects.

4.4.2 Variables on the Influence of Resources on Project Completion

Table 4.6 shows the extent to which the following variables on resources influenced effective implementation and completion of construction projects by ACK St Andrews cathedral Thika. The findings were as per fig 4.6:

Table 4.6: Variables on the Influence of Resources on Project Completion

Variable	N	Mean	Standard Deviation
High cost of construction materials	144	2.3243	1.20310
Availability of skilled and semiskilled labour	144	2.9189	1.13965
Government regulations	144	3.2703	0.93240
Tithes and offertory mobilization	144	3.4595	1.19244

From the findings, the respondents indicated with a mean score of 3.4595 that tithes and offertory mobilization influenced effective implementation and completion of construction projects by ACK St Andrews cathedral Thika to a very large extent. The respondents also indicated that Government regulations, Availability of skilled and semiskilled labour and high cost of construction materials influenced completion of construction projects to a very great extent as shown by a mean score of 3.2703, 2.9189 and 2.3243 respectively. We can

therefore infer that these variables on resources had a very large influence on completion of construction projects in ACK St Andrews cathedral.

4.4.3 Variables on the Various Sources of Finances

Table 4.7 presents the findings of analysis on the extent to which various sources of finances influenced completion of church's construction projects.

Table 4.7 Variables on the Various Sources of Finances

Variable	N	Mean	Standard Deviation
Restriction from using various church's departments savings	144	2.6216	1.00971
Availability of commercial debt	144	2.7297	1.17020
Restriction of church's departmental investments	144	3.5405	1.12038
Access to loans from the Commercial banks.	144	2.2973	1.15145
Security for bank loans	144	1.1081	1.21983
Ability to secure a bank loan	144	2.5946	0.92675
Stabilized sources of funds	144	2.3243	1.20310

From the findings, the respondents indicated with a mean score of 3.5405 restrictions from using other church's departmental investments influenced completion of ACK St Andrews Cathedral construction projects to a very large extent. The respondents also indicated that restriction from using various church's departments savings, issues of availability of commercial debt and access to loans from commercial banks influenced completion of the church's construction projects to a very large extent as shown by a mean score of 2.6216, 2.7297 and 2.2973 respectively, the respondents also indicated that security concerns for bank loans, Ability to secure a bank loan and lack of stabilized sources of funds influenced completion of construction projects to a large extent as shown by a mean score of 1.1081, 2.5946 and 2.3243 respectively. We can therefore infer that ACK St Andrews Construction projects face a major challenge in raising the project finances therefore causing financial constraints.

4.4.4 Variables on Completion of Projects

The study sought to establish the extent to which the following variables influenced effective project completion of construction projects in ACK St Andrews cathedral in Thika. The respondents were asked to indicate the extent to which the stated variables on resources influenced completion of construction Projects.. Their responses were as shown in Table 4.8:

Table:4.8 Variables on Completion of Projects

Variable	N	Mean	Standard Deviation
Lack of finances	144	3.9730	1.32259
Lack of skilled Personnel	144	2.6946	1.32202
Lack of monitoring and evaluation offices	144	2.5486	1.20684
Lack of an effective mode of stakeholder engagement	144	2.2973	1.15145

The respondents indicated that lack of finances and lack of skilled personnel influenced completion of construction projects in ACK St Andrew’s cathedral in Thika sub county to a very great extent as indicated by a mean of 3.9730 and 2.6946 respectively. The respondents indicated that monitoring and evaluation offices, and Lack of an effective mode of stakeholder engagement influenced completion of construction projects in ACK St Andrew’s cathedral in Thika to a great extent as indicated by a mean of 2.5486, 2.2973 respectively. G6rger (2001) notes that lack of finances influence the cost of the evaluation exercise.

With regard to whether the resources needed for completion of construction projects in ACK St Andrew’s cathedral in Thika projects were available, the interviewees indicated that the resources were available but inadequate. In determining how the availability of resources influenced completion of construction projects, the interviewees indicated that resources facilitated effective and efficient running of project activities as well as enhancing constant communication, follow up and storage of evidential information concerning the M& E.

4.5 Competency of Staff

This section addressed the respondents' perceptions on objective two which sought to examine the influence of competency in completion of construction projects. It was important in establishing whether the church was doing enough in terms of involving allocating competent staff in their construction projects. The variables constituting this measure ranged from internal tracking capacity to achievement of resource mobilization as presented in the following sub-sections.

4.5.1 The Rating on Influence of Competency of Staff on Completion Construction Projects

The researcher wished to establish how competency of staff influences completion of construction projects. The findings were as indicated in table 4.9

Table 4.9: The Rating on Influence of Competency of Staff on Completion Construction Projects

Extent	Frequency	Percentages
To a Very Great Extent	58	40
To a Great Extent	36	25
To a Moderate Extent	29	20
To a Little Extent	14	10
To No Extent	7	5
Total	144	100

The findings shows that 40% of the respondents were to a very great extent, 25% to a great extent, 20% to a moderate extent, 10% of the respondents were to a little extent and 5% to no extent. This implies that the respondent felt that competency of staff influences completion construction projects.

4.5.2 Variables on Competency of Staff

The study sought to establish the extent to which the following variables on competency of staff influenced effective project completion of construction projects in ACK St Andrews cathedral in Thika. The respondents were asked to indicate the extent to which the stated

variables on resources influenced completion of construction Projects.. Their responses were as shown in Table 4.10

Table 4.10: Variables on Competency of Staff

Variable	N	Mean	Standard Deviation
Accuracy Levels	144	2.3514	1.03323
Turnaround time (Time taken to complete a task)	144	3.4054	5.07422
Lack of experience	144	2.4054	1.21242
Lack of proper academic qualifications	144	3.4865	5.14037
Staff that are church appointees	144	2.8378	1.32316
Demotivated staff	144	2.7297	1.30488
Lack of accountability and responsibility among staff	144	3.0811	1.23330

According to the findings, the respondents indicated that lack of proper professional and academic qualification, turnaround time (time taken to complete a task) and lack of accountability and responsibility among staff influenced completion of construction projects in ACK St Andrew’s cathedral in Thika sub county to a very great extent as indicated by a mean score of 3.4865, 3.4054 and 3.0811 respectively. The respondents also indicated with a mean of 2.8378 and 2.7297 that Staff that were church appointees and demotivated staff influenced effective completion of construction projects in ACK St Andrew’s cathedral in Thika sub county to a very great extent. The respondents further indicated that lack of experience and accuracy levels influenced completion of construction projects in ACK St Andrew’s cathedral in Thika sub county to a great extent as shown by a mean score of 2.4054 and 2.3514 respectively. Project activities and project monitoring and evaluation do not implement themselves. They require people to carry out the activities, information collection, data analysis, report preparation, sharing, reflection and information dissemination (Economic Stimulus Programme Handbook, 2009).

4.5.3 Rating on Performance Enhancement of Staff Influence on Completion of Construction Projects

The researcher wished to establish how emphasis on performance enhancement influences completion of construction projects. The findings were as indicated Table 4.11

Table 4.11: Rating on Performance Enhancement of Staff Influence on Completion of Construction Projects

SCALE	Frequency	Percentages
1 (Very Great extent)	57	40
2(To a Great Extent)	22	15
3(To a Moderate Extent)	29	20
4(To a Little Extent)	29	20
5(To No Extent)	7	5
Total	144	100

On The extent to which performance enhancement of staff influence completion of construction projects The findings shows that 40% of the respondents were to a very great extent, 15% to a great extent, 20% to a moderate extent,20% of the respondents were to a little extent and 5% to no extent. This implies that the respondent felt that performance enhancement of staff had a very great influence on completion of churches construction projects.

4.5.4 The rating on how Project Staff Skills Improve their Ability to Handle Assigned Duties Competitively.

The researcher wanted to what extent project staff skills improve their ability to handle assigned duties competitively and its influence on project completion. In order to do so various the respondents were asked to rate capability on a scale of 1 to 5 where 1 is to a very great extent and 5 is to no extent. The result of the study is as shown in Table 4.12

Table 4.12: The Rating on how Project Staff Skills Improve their Ability to Handle Assigned Duties Competitively.

SCALE	Frequency	Percentages
1	108	75
2	22	15
3	14	10
4	0	0
5	0	0
Total	144	100

The findings shows that 75% of the respondents were to a very great extent, 15% to a great extent, 10% to a moderate extent, 0% of the respondents were to a little extent and 0% to no extent. The outcomes showed that respondent admitted that project staff skills improve their ability to handle assigned duties competitively to a very great extent.

4.6: Monitoring and Evaluation

Under this section, it was of great value to establish the influence of monitoring and evaluation implementation the construction projects of the church. Monitoring is a continuous function that uses the systematic collection of data on specified indicators while Evaluation, on the other hand, is the systematic and objective assessment of an ongoing or completed project, program, or policy, including its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability. The measures for this variable included cultural determination of role, hierarchical value of masculinity or feminism, recognition and value of men’s work among others as presented in the following sub-sections.

4.6.1 Extent to Which Monitoring and Evaluation Activities have been Implemented in Construction Projects Activities.

The researcher wanted to find to what extent has monitoring and evaluation activities have been implemented in construction projects activities.. The findings are as indicated in table 4.13

Table 4.13: Extent to Which Monitoring and Evaluation Activities have been Implemented in Construction Projects Activities.

Monitoring and Evaluation application	Frequency	Percentages
Very great extent	0	0
Great extent	6	4
Moderate extent	22	15
Little extent	102	71
No extent at all	14	10
	144	100

On the extent to which monitoring and evaluation activities have been implemented in construction projects activities, 15 % responded that It was to a moderate extent,71 % to little extent, 10% to No extent at all ,4% to great extent and 0 % to a very great extent . From these findings, we can therefore infer that monitoring and evaluation programmes had had not been sufficiently been implemented.

4.6.2 Duration in Which Concepts of Monitoring and Evaluation in Projects had been Applied

The researcher wanted to find out for how long have the concepts of monitoring and evaluation in projects been applied. The findings are as indicated in table 4.14

Table 4.14: Duration in Which Concepts of Monitoring and Evaluation in Projects had been Applied

Duration (In Years)	Frequency	Percentages
0 – 2 years	17	12
3– 5 years	98	68
6-8 years	22	15
9 years and above	7	5
0 – 2 years	0	0
	144	100

On the Duration in which concepts of monitoring and evaluation in projects have been applied the finding indicated a 15 % of respondents had been members of the church for a duration between 6 to 8 years, 68 % 3 to 4 years, 12 % 0 to 2 years and 5 % 9 years and above. From these findings, we can therefore surmise that monitoring and evaluation programmes had not been used or implemented for long.

4.6.3 Variables of Monitoring and Evaluation Process

The researcher posed the question to find out the extent to which Need for efficient monitoring and evaluation process for completion of projects. The findings are as indicated in table 4.15

Table 4.15: Variables of Monitoring and Evaluation Process

Variable	N	Mean	Standard Deviation
Need for efficient monitoring and evaluation process	144	2.4054	1.27931
Need for Time management	144	2.3514	0.88870
Need for experienced staff	144	2.2162	1.15795
Need for Accounting accuracy	144	2.2703	0.99019
Need for manageable record keeping	144	1.8919	0.96563
Need for elimination of fraud cases	144	2.0811	1.03758

With regard to the extent to which stated variables influence completion of construction projects in ACK St Andrew’s cathedral in Thika sub county as shown in table 4.18, the respondents indicated that Need for efficient monitoring and evaluation process, Need for Time management , Need for experienced staff need for accuracy in accounting influenced completion of construction projects in ACK St Andrew’s cathedral in Thika to a very great extent as shown by a mean score of 2.4054, 2.3514, 2.2162 and 2.2703. Need for elimination of fraud cases influenced the completion of the project to a little extent as shown by a mean score of 2.0811. The respondents also indicated that need for manageable record keeping process influenced completion of construction projects in ACK St Andrew’s cathedral to a great extent as shown by a mean score of 1.8919. We can therefore deduce that need for efficient monitoring and evaluation process greatly influenced completion of construction

projects in ACK St Andrew’s cathedral while need for elimination of fraud cases was to a little extent.

4.7: Stakeholder Participation

Based on objective four which sought to determine the influence of quality of the stakeholder’s engagement for project completion, the study found it important since assessment of quality of the stakeholders engagement is fundamentally about the improvement, development and evaluation of stakeholder’s management process. The study also aimed at analyzing how knowledgeable the respondents were on quality of the stakeholder’s engagement to promote awareness and support of construction projects by the church. The respondents level of agreement with the selected statements regarding on the quality of the stakeholders engagement is as presented in the following sub-sections.

4.7.1 Stakeholder’s Participation Influence on Completion of Construction Projects

The researcher wanted to investigate To what extent does stakeholder participation influence timely completion of construction projects of the ACK St Andrew Thika cathedral and its influence on project completion. In order to do so various the respondents were asked to rate the extent to which stakeholders participation influence completion of construction projects. The findings were as indicated in table 4.16

Table 4.16: Stakeholder’s Participation Influence on Completion of Construction Projects

SCALE	Frequency	Percentages
Very Great extent	69	48
To a Great Extent	43	30
To a Moderate Extent	29	20
To a Little Extent	3	2
To no extent	0	0
Total	144	100

On the analysis on the Extent to which stakeholder’s participation influence completion of construction projects 2% of the respondents said it was to a little extent. 20% of the respondents said it was to a moderate extent while30 % of the respondents indicated it was to

a great extent. 48% of the respondents who constituted the majority said they agreed to a very great extent that stakeholder’s participation influence completion of construction projects. It was worth questioning the whether stakeholder participation influence completion of construction projects of the ACK St Andrew Thika cathedral and notes its influence on project completion. Findings revealed a very great influence.

4.7.2 Variables on Stakeholder’s Participation

The researcher paused the question to find out the extent to which stated Variables on Stakeholder’s participation influence completion of projects. The findings are as indicated in table 4.17

Table 4.17: Variables on Stakeholder’s Participation

Variable	N	Mean	Standard Deviation
Involvement of project coordinators	144	2.2703	1.04479
Church leaders	144	1.8649	0.97645
Engaging government agencies like CDF	144	1.7568	0.95468
Engaging non state actors like NGOs and CBOs	144	1.8919	1.02154

Findings depicts that the respondents indicated that Involvement of project coordinators influenced effective and timely completion of construction projects in the church to a very great extent as indicated by a mean of 2.2703, the respondents also indicated that involvement of church leaders, Engaging government agencies like CDF and other non-state actors like NGOs and CBOs influenced effective implementation and completion of construction projects in the church to a very great extent as indicated by a mean of 1.8649, 1.7568 and 1.8919 respectively. From these findings we can therefore infer that to engage project coordinators on construction projects in the church who enhance policy decision-making and implementation, ensure existence and effectiveness of conflict resolution and grievance mechanisms is important (Ferreira, 1999).

4.7.3 Stakeholder’s Involvement Level in Construction Projects

The researcher wanted to get the rating on member’s involvement in construction activities of ACK St Andrew’s cathedral Thika and its influence on project completion. In order to do so

various the respondents were asked to rate capability on a scale of 1 to 5 where 1 is to a very great extent and 5 is to no extent. The result of the study is as shown in table 4.18

Table 4.18: Stakeholder’s Involvement Level in Construction Projects

Engagement Level Scale	Frequency	Percentages
To a Very Great Extent	108	75
To a Great Extent	22	15
To a Moderate Extent	14	10
To a Little Extent	0	0
To No Extent	0	0
Total	144	100

The results indicated that 75% of respondents rated their engagement levels in construction projects 5, that is, they agreed to a very great extent. 15% of respondents rated their engagement levels in construction projects 2, that is they agreed it was to great extent, 10% of respondents rated their engagement levels in construction projects a 3, that is they agreed it was to a moderate extent and a 0% rating on ratings 4 and five. Findings indicated that involvement of stakeholders in construction activities influenced completion of construction projects to a great extent.

4.7.4 Stakeholder’s Participation Activities

The study sought to find the extent to which stakeholder participation in the following Stakeholder’s participation activities influenced completion of construction projects in ACK St Andrews cathedral in Thika Sub County. The findings are indicated in Table 4.19:

Table 4.19: Stakeholder’s Participation Activities

Variable	N	Mean	Standard Deviation
Identification of construction project scope	144	2.0811	1.08981
Data collection and management	144	2.2703	0.87078
Supervision events	144	1.8919	0.87508
Performance Reviews	144	2.4054	0.79790
Monitoring System and schedule	144	2.5946	0.85160
Evaluation plan development	144	2.3243	1.05053
Project site Visit	144	1.8919	0.96563

The respondents indicated that monitoring system and schedule, performance reviews, evaluation plan development, data collection and management and identification of the purpose and scope of the construction projects influenced the completion of construction projects in ACK St Andrews cathedral in Thika sub county to a very great extent as indicated by a mean score of 2.5946, 2.4054, 2.3243, 2.2703 and 2.0811 respectively. As shown by a mean score 1.8919 the respondents indicated that supervision events and project site visit influenced completion of construction projects in ACK St. Andrews Cathedral.

4.7.5 Variables Quality of the Stakeholder’s Engagement

The questions sought to show the extent to which the following variables on quality of the stakeholder’s engagement issues influenced completion of construction projects in ACK St Andrews cathedral in Thika Sub County. The findings are indicated in Table 4.20:

Table 4.20 Variables Quality of the Stakeholder’s Engagement

Variable	N	Mean	Standard Deviation
Church’s construction project vision is clear and achievable	144	2.2181	1.1479
Church’s stakeholders engagement is effective	144	2.5135	1.0431
Church’s construction project objectives reflects the overall church goal	144	2.0843	1.0365
The stakeholders engagement enhances the internal process (Orientation, supervisor support, change management)	144	2.3514	0.88870
Church’s stakeholders engagement influences the performance of construction projects	144	3.5405	1.12038

From the findings, the respondents indicated with a mean score of 3.5405 that Church’s stakeholder’s engagement influenced the performance of construction projects to a very great extent. The respondents also indicated an agreement that Church’s construction project vision was clear and achievable, Church’s stakeholders engagement was effective, Church’s construction project objectives reflected the overall church goal and that The stakeholders engagement enhances the internal process (Orientation, supervisor support, change

management) to a great extent as shown by a mean score of 2.2181, 2.5135, 2.0843 and 2.3514 respectively. We can therefore infer that Church's stakeholder's engagement plays an influential role in the performance of construction projects hence its completion.

4.8 Discussions

This section 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. According to the findings of this study, the process of completion of construction projects in the A.CK St Andrews Cathedral Thika, faces quite a number of challenges in terms of level of availability of skilled manpower, resource mobilization, monitoring and evaluation systems and the level of stakeholders engagement.

4.8.1 Resources Adequacy

Regarding the influence of availability of resources the study also revealed that lack of finances and lack of skilled personnel influenced effective completion of construction projects by ACK St Andrews Cathedral Thika. This is in line with the literature review where Gibbs et al, (2002) argues that lack of adequate financial resources to carry out project activities is another challenge faced by most organizations. A good number of organizations lack adequate funding for their activities. This means that the little resources available are channeled to actual implementation of project activities while not considering how far the funds will sustain a given project activity. Most informants reported the challenge of resources constraint in impacting timely completion of construction projects. This concurs with Feuerstein (1986) view, who observed that the lack of a resource is a constraint on the completion of the project activity.

The respondents had reported that factor of availability of skilled and semiskilled labourers was a challenge too on completion of construction projects coupled with the factor of tithes and offertory mobilization and their report that there were restrictions from using other departments savings and other investments to finance completion of construction projects. They also reported availability of commercial debts and inability to secure loans due to lack of collateral also impacted on completion of construction projects. This contradicts Feuerstein (1986) who argued that adequate resources ensure effective, quality construction projects. It is critical to set aside adequate financial and human resources at the planning stage. The required financial and human resources for timely completion of construction projects should

be considered within the overall costs of delivering the agreed results and not as additional costs.

4.8.2 Staff Competency

Regarding objective two which sought to determine the influence of competency of staff in completion of construction projects, the study revealed that competency of staff influenced effective and timely completion of construction projects in ACK St Andrews Cathedral Thika. Cuban (2001) observed that there are many ways to define and measure the adequacy of staff competency, capacity and the effectiveness of agencies tasked with project. Thus, there are also many ways to define indicators. For construction project, in most countries, the desired outcome is sustainable management of construction project. The effectiveness of agencies tasked with construction project administration depends to a large extent on the agencies' staff capacity relative to the demands placed upon them. The study also established that lack of proper professional and academic qualification, turnaround time (time taken to complete a task), lack of accountability and responsibility among staff, staff that were political appointees, demotivated staff, lack of experience, lack of knowledge in monitoring and evaluation and accuracy levels influenced timely completion of construction projects in ACK St Andrews Cathedral, Thika. Kent (2011) postulates that the ability of an agency's staff to meet demands for its services depends on both its numbers and the skills and expertise staff members bring to the job. An agency needs to have at least the minimum necessary mix of skills and expertise and a sufficient number of staff with appropriate skills relative to the scale of its responsibility, measured, for example, in terms of size of its area or territory, or volume of its production. Most respondents reported that competency of staff influenced project completion to a very great extent. This is in agreement with Gardner (2003) who argued that skilled personnel staff entrusted with project execution should have required technical expertise in the area. This also affirms respondents report that staff skills, accountability and responsibility and their performance enhancement improve their ability to handle assigned duties competitively. It was also reported by the respondents that accuracy levels turnaround time, that is, time taken to complete a task influenced project completion. Informants reported inexperienced Staff among project staff who lacked proper academic qualifications negatively influenced completion construction projects together with Staff that were church appointees. From these findings we can deduce that for construction projects to be effective there is need for qualified personnel (Cuban, 2001). Respondents reported that project staff team motivation was well managed which is in agreement with (Kent, 2011)

who observed that Staff motivation and will to act is linked to incentives and rewards for good performance within a project team leading to quality of staff performance.

4.8.3 Monitoring and Evaluation

Regarding objective three which sought to determine the influence of monitoring and evaluation implementation on the completion of construction projects of the church, the study established that the availability of resources for monitoring and evaluation also influenced timely completion of construction projects. Feuerstein (1986) argued that adequate resources ensure and timely completion of construction projects. It is critical to set aside adequate financial and human resources at the planning stage. The required financial and human resources for monitoring and evaluation should be considered within the overall costs of delivering the agreed results and not as additional costs. Dedicated staff time for effective monitoring and evaluation, staff should be dedicated for the function. The practices of deployment of personnel for monitoring vary among organizations.

The study also found out that monitoring schedule, performance reviews, monitoring system, evaluation plan development, data collection and management and identification of the purpose and scope of the M&E system influenced completion of construction projects., most respondents reported that monitoring and evaluation activities had not been implemented as expected in construction projects activities .This is in contradiction to Stem, Margoluis, Salafsky, and Brown, (2005) who observed that Monitoring and evaluation as a tool for learning and continual improvement has been increasingly viewed as key to the success of projects and the sustainable management of resources . Monitoring and evaluation as an effective tools to enhance the quality of project planning and management is needed to help project managers and staff to understand when projects are progressing on schedule and to ensure that project inputs, activities, outputs and external factors are proceeding as planned.

Evaluation as a tool will help planners and managers assess to what extent the projects have achieved the objectives set forth in the project documents.to a moderate extent even though there had been an application of concepts of monitoring and evaluation in projects for duration of 6 to 8 years as reported by 68% of the respondents. Most respondents reported the need for adoption of efficient monitoring and evaluation process. Casley and Kumar (1987) also stated that need for effective monitoring and evaluation which is increasingly recognized as an indispensable tool of both project and portfolio management. They acknowledged need

to improve the performance of development assistance calls for close attention to the provision of management information, both to support the implementation of projects and programs and to feed back into the design of new initiatives. It was also established, as Respondents reported, that management did very little to influence effective implementation of monitoring and evaluation for completion of projects. The accounting accuracy and the need for manageable record keeping for effective implementation of monitoring and evaluation were reported by the majority too. Görgens and Kusek, 2009, observed an accurate and manageable record keeping should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors. However 72 % of the respondents a very little need to eliminate fraud cases which influence effective implementation of monitoring and evaluation for completion of projects too.

Majority of respondents noted the challenge of not involving stakeholders in monitoring and evaluation of projects and the church leadership failure to allocate enough funds for monitoring and evaluation activities. Barasa, 2011, on his study on the factors influencing implementation of monitoring and evaluation revealed that finance and resources which most organizations tend to ignore determines the general input which would be dedicated to monitoring and evaluation as a whole. Adan (2012) did a study on the factors influencing the application of participatory monitoring and evaluation (PME) in community based projects: and observed the needed to develop, adapt and implement an agreed process of PME. Training was also found to be very important in PME and it needed a lot of time to be built into the stakeholders. Resources in form of finances and human resource was indeed necessary for PME for various activities such as planning, implementation, monitoring and mobilizing the community among other activities. Most respondents suggested that the involvement of members in engaging in monitoring and evaluation activities should be encouraged and allowed especially from volunteering members who have the technical knowledge of the task. The church project committee should also be setting funds aside for monitoring and evaluation activities which should be part of the construction budget.

4.8.4 Stakeholder Participation

Finally, regarding objective four which sought to determine the influence of quality of the stakeholder engagement in project completion, the study established that stakeholder participation influenced timely completion of construction projects by ACK St Andrews

Cathedral Thika. Ferreira (1999) argued that influence of stakeholder participation on construction projects opportunities enhances public participation that enhances timely completion of these projects. The extent to which stakeholder participate ensures people decision-making processes and decision-making capacity of stakeholders at different levels. To engage with other projects stakeholders on construction projects' policy decision-making and implementation, existence and effectiveness of conflict resolution and grievance mechanisms is important. Davies (1998) argues that stakeholders may not necessarily agree on the measured results or their interpretation and assessment. However, the areas and extent of disagreement among stakeholders can, in themselves, provide valuable insights and point to issue requiring greater attention. The dialogue and informed discussions engendered by the results of indicator measurement are often more important than the measured results.

Most respondents reported that Church's stakeholders engagement was not very effective .this is in contradiction to Ferreira (1999) who noted a that influence of stakeholder participation on effective implementation of projects provides opportunities for public participation hence it need to be effectively managed .Respondents further reported that Church's Construction Project Objectives did not clearly reflected The Overall Church Goal. This contradicts Lemos (2000) who looked at multi-stakeholder processes and observed that they can aid in the specification and selection of appropriate construction project. Many Respondents were also in agreement that stakeholder's engagement plays a vital role in enhancing the internal process and on the performance of construction projects. This is in agreement with Ferreira,1999 view that the extent to which stakeholder participate ensures people decision-making processes and decision-making capacity of the implementing the project and engage with other stake holders in projects' policy decision-making and implementation, existence and effectiveness of conflict resolution and grievance mechanisms is important.

Most informants also reported that Involvement of project coordinators on construction projects influenced their completion to a very great extent together with church leaders. Ali et al. (2008) and Kadir et al. (2005) stated that lack of coordination between contractors and subcontractors will lead to delay, for example in the situation that newly revised construction drawings of a project may be issued later by the contractors to the subcontractors. This leads to construction mistakes and the work requiring to be redone. Thus, coordination is very important to guide and instruct these labourers to perform their work correctly. Without

coordination, the project will be delayed due to rectifying defective works and low productivity of labourers. Effective and efficient site management by contractors is very important to ensure projects are completed on time. Poor coordination contributes to delay from estimated completion time. Poor site management may occur when contractors do not have enough experience and suffer from a lack of knowledge in managing the project team (Kadir et al., 2005).

Respondents reported government agencies and non-state actors were never involved in construction projects. Most respondents reported the identification of scope and construction project purpose influenced construction completion of the church, 48% of respondents agreed that it had influence to a very great extent on project completion and that of data collection and management influencing to a moderate extent as reported by a 56% of respondents. On the issue of supervision events most respondents agreed that it influenced completion of construction projects to a great extent together with Performance Reviews and Monitoring System and schedule. Importance of Supervision of events was noted as important for good site management. This is in agreement with assertions of Ahmed et al. (2003) who concluded that poor site management is one of the factors that contribute to delay in construction projects.

Majority of respondents also reported too that Evaluation plan development also influences completion of construction projects to a great extent and that stakeholder participation in Project Site Visits was not well engaged even though most informants agreed that the members involvement with construction activities has very great impact on construction projects completion.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings, discussions, conclusions and recommendations based on the analysis in chapter four. It also outlines the contribution to the body of knowledge and suggestions for further research. . The conclusions and recommendations drawn were focused on addressing the purpose of this study which was to assess the factors influencing completion of construction projects with reference to ACK St Andrew’s cathedral in Thika ,Kiambu county.

5.2 Summary of the Findings

The study established that that the availability of resources influenced completion of construction projects with reference to ACK St Andrew’s cathedral in Thika, Kiambu County to a very great extent. The study also revealed that lack of finances, lack of skilled personnel, monitoring and evaluation offices, mode of transport i.e. motor vehicles and stationery influenced completion of construction projects within ACK St Andrew’s cathedral in Thika ,Kiambu county to a very great extent.

The study found out that there was a strong influence too of competency of staff and effective implementation and completion of construction projects by the church. The study established that competency of staff influenced completion of construction projects by ACK St Andrew’s cathedral to a very great extent. The study also established that lack of proper professional and academic qualification, turnaround time (time taken to complete a task), lack of accountability and responsibility among staff, staff that were church appointees, demotivated staff, lack of experience, lack of knowledge in monitoring and evaluation and accuracy levels influenced effective implementation and timely completion of construction projects of the church .

The study also found out that monitoring schedule, performance reviews, monitoring system, evaluation plan development, data collection and management and identification of the purpose and scope of the M&E system influenced completion of construction projects. The study also deduced that need for elimination of fraud cases, time management factor, accuracy in accounting, need for effectiveness and need for efficient monitoring and evaluation process influenced completion of construction projects of the church.

The study revealed an influence of stakeholder participation and on completion of construction projects by the ACK St Andrew's cathedral in Thika ,Kiambu county. The study also established that stakeholder participation too influenced completion of construction by the church to a great extent. The study further revealed that non-state actors like NGOs, CBOs, involvement of project co-coordinators and community leaders and engaging the government like CDF also had an influence on completion of construction projects.

5.3 Conclusions

Based on objective one the study concluded from the study that there is a great influence of availability of resources for timely completion of construction projects. The study revealed that adequate resources ensure timely completion of construction projects together with competent project staff.

Regarding objective two, the study concluded from the study that staff competency influences timely completion of construction projects. This is to mean that the effectiveness of agencies tasked with construction project administration depends to a large extent on the agencies' staff capacity and competency relative to the demands placed upon them.

In reference to objective three, the study also revealed that effective and quality monitoring and evaluation plays also a vital role in ensuring projects completes in time and it is critical to set aside adequate financial and human resources at the planning stage. This is to mean leveraging technologies can help organizations carrying out M&E to achieve better impacts and results.

Finally on objective four, the study revealed that there is an influence by stakeholder participation on timely completion of construction projects. This can be taken to mean that the extent, to which stakeholders participate, ensures people decision-making processes and decision-making capacity of project stakeholders at different levels. It further enhances project ownership and sustainability which is one of the key aspects considered in monitoring and evaluation of projects.

5.4 Recommendations of the Study

Based on the findings and conclusions, the study recommends that the church should look for amicable ways on how other church departments can help in financing project activities. It also recommends stakeholder engagements to ensure that ideas and perspectives are represented; members of stakeholder groups should be invited to participate in project scope identification and planning. Participation improves the quality project management and that of evaluations: accuracy of information, increased credibility and acceptance of findings, and better correspondence to the practical concerns of stakeholders.

The study recommends that where necessary, skill levels should be augmented to meet the needs of the project. An ongoing investment in developing such capacity for construction project teams is necessary. The study also recommends that various church departments should allocate enough resources needed for construction of the project and monitoring and evaluation and agree on a practical arrangement to support finance the associated activities. The study also recommends that organizations should consider adopting modern information and communication technologies in carrying out monitoring and evaluation activities. The study further recommends that where necessary, skill levels should be augmented to meet the needs of M&E systems and that project leaders should allocate enough resources needed for monitoring and evaluation and agree on a practical arrangement to finance the associated activities.

Finally the study further recommends that church leaders should offer the necessary support and goodwill to enhance timely completion of construction projects. Unnecessary influence and interference on project completion should be deterred.

5.5 Suggestion for Further Research

It is recommended further that studies in the area of the challenges facing effective implementation of monitoring and evaluation of Church's construction projects should be done. It is also recommended that a similar study should be conducted assessing the factors influencing completion of construction projects in private and non-governmental organizations. A study should also be conducted on the impact of human resource allocation on construction projects in church organizations.

5.6 Contribution to the Body of Knowledge

This study contributes to the existing body of knowledge by offering a deeper insight to the challenges facing completion of construction projects. Most researchers argue that both human and financial resources and stakeholder's engagement are the main obstacles facing the process of timely completion of construction projects. In contrast, this study has established that lack negative influence of project coordinators ,failure to set aside fund for monitoring and evaluation activities, negative influence by leaders that are church appointees, human resources and dysfunctional policies also hinder completion of construction projects to a very large extent.

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APENDICES

Appendix I: Letter of Transmittal

John Maina Gatugu,
P.O. Box 709-01000
Thika
7th June, 2014
Dear (*Respondent*),

I am a Master of Arts in Project Planning and Management student at The University of Nairobi Kenya. I am currently undertaking a Research Project on: ***‘Factors Influencing Completion Of Construction Projects By Church Organization: Case Of Anglican Church Of Kenya, St Andrew’s Cathedral Archdeaconry, Thika, Kiambu County’*** as a partial fulfillment for the requirement for an award of a Masters of Arts degree in Project Planning and Management.

You have been randomly selected to provide information on the factors influencing timely completion of construction projects by church organization on the case of St Andrew’s cathedral in Thika, Kenya. This is a request for your participation in responding to the attached questionnaire. Your truthful response will help facilitate this study. Please be assured that any personal information given will be treated with utmost confidentiality and will be purposely used for this study.

Thank In advance. Your participation will be highly appreciated

Best Regards,

John Maina Gatugu
Researcher

Appendix II: Letters of Introduction



UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
NAIROBI EXTRA-MURAL CENTRE

Your Ref:

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
NAIROBI

Our Ref:

Telephone: 318262 Ext. 120

25th August, 2014

REF: UON/CEES/NEMC/19/087

TO WHOM IT MAY CONCERN

RE: GATUGU JOHN MAINA - REG. NO L50/82740/2012

This is to confirm that the above named is a student at the University of Nairobi College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Master of Arts in Project Planning and Management.

He is proceeding for research entitled "factors influencing completion of construction projects by church organizations ;" A case of Anglican Church of Kenya, St Andrew's Cathedral, Thika, Kiambu County.

Any assistance given to him will be highly appreciated.

CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA MURAL CENTRE





UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
NAIROBI EXTRA-MURAL CENTRE

Your Ref:

Main Campus

Our Ref:

Gandhi Wing, Ground Floor

P.O. Box 30197

NAIROBI

Telephone: 318262 Ext. 120

21st July, 2014

REF: UON/CEES/NEMC/18/379

TO WHOM IT MAY CONCERN

RE: JOHN MAINA GATUGU - REG NO L50/82740/2012

This is to confirm that the above named is a student at the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Master of Arts in Project Planning and Management.

Any assistance given to him will be highly appreciated.


CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA-MURAL CENTRE



Appendix III: Questionnaire

Questionnaire

Instructions: Please tick (✓) in the appropriate bracket or provided spaces.

SECTION A: DEMOGRAPHIC INFORMATION

1) Kindly indicate your gender:

Male []

Female []

2) How long have you been a member of A.C.K St Andrews Cathedral?

Less than 2 years	
2 - 5 years	
5 – 10 years	
More than 10 years	

3) What is your highest level of education?

Primary	
Secondary	
Certificate	
Diploma	
University	
Post graduate	

4) Are you aware of construction projects activities carried out in ACK St Andrews Thika Cathedral?

Yes [] No []

SECTION B: RESOURCES INFLUENCE ON PROJECTS COMPLETION.

5) To what extent does the availability of resources influence completion of construction projects by ACK St Andrew’s cathedral Thika?

To a very great extent	
To a great extent	
To a moderate extent	
To a little extent	
To no extent	

6) To what extent do the following factors influence the completion of construction projects activities of ACK St Andrew’s cathedral Thika? Use a scale of 1 to 5 where 1 is to a very great extent and 5 is to no extent.

Factor	1	2	3	4	5
High cost of construction materials					
Availability of skilled and semiskilled labour					
Government regulations					
Tithes and offertory mobilization					

7) To what extent do the following factors influence the ACK St Andrew’s cathedral in meeting financial needs for construction projects? Use a scale of 1 to 5 where 1 is to a very great extent and 5 is to no extent.

Factor	1	2	3	4	5
Restriction from using various church’s departments savings					
Availability of commercial debt					

Restriction of church's departmental investments					
Access to loans from the Commercial banks.					
Security for bank loans					
Ability to secure a bank loan					
Stabilized sources of funds					

8) What is the extent to which the following influence completion of construction projects of the ACK St Andrew Thika cathedral?

	Very Great Extent	Great Extent	Moderate Extent	Little extent	Not at all
Lack of finances					
Lack of skilled Personnel					
Lack of monitoring and evaluation offices					
Lack of an effective mode of stakeholder engagement					

SECTION C: COMPETENCY OF STAFF

9) To what extent does competency of staff influence completion of construction projects of the ACK St Andrew Thika cathedral?

To a very great extent	
To a great extent	
To a moderate extent	
To a little extent	
To no extent	

10) What is the extent to which the following influence completion of construction projects of the ACK St Andrew Thika cathedral?

Statement	Very Great Extent	Great extent	Moderate Extent	Little extent	Not at all
Accuracy Levels					
Turnaround time (Time taken to complete a task)					
Lack of experience					
Lack of proper academic qualifications					
Staff that are church appointees					
Demotivated staff					
Lack of accountability and responsibility among staff					

11) To what extent does performance enhancement of staff influence completion of construction projects by ACK St Andrew's cathedral Thika? Use a scale of 1 to 5 where 1 is to a very great extent and 5 is to no extent.

Performance enhancement	1	2	3	4	5

12) To what extent do project staff skills improve their ability to handle assigned duties competitively? Use a scale of 1 to 5 where 1 is to a very great extent and 5 is to no extent

Capability	1	2	3	4	5

SECTION D: MONITORING AND EVALUATION

13) To what extent has the monitoring and evaluation activities been implemented in construction projects activities carried out in St Andrews Thika Cathedral?

Very great extent	
Great extent	
Moderate extent	
Little extent	
No extent at all	

14) For how long have you applied the concepts of monitoring and evaluation in projects?

0 – 2 years	
3– 5 years	
6-8 years	
9 years and above	

15) What is the extent to which the following influence effective implementation of monitoring and evaluation for completion of ACK St Andrew cathedral projects in Thika?

Statement	Very Great Extent	Great extent	Moderate Extent	Little extent	Not at all
Need for efficient monitoring and evaluation process					
Need for Time management					
Need for Accounting accuracy					
Need for					

manageable record keeping					
Need for elimination of fraud cases					

16) Briefly state the challenges faced in carrying out monitoring and evaluation for completion of construction projects of the ACK St Andrew Thika cathedral?

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

17) What would you suggest as strategies of overcoming the challenges you have stated above.

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

SECTION E: STAKEHOLDER PARTICIPATION

18) To what extent do you agree with the following quality of the stakeholder’s engagement? Use a scale of 1 to 5 where 1 is strongly agrees and 5 is strongly disagrees.

Statement	1	2	3	4	5
Church’s construction project vision is clear and achievable					
Church’s stakeholders engagement is effective					
Church’s construction project objectives reflects the overall church goal					
The stakeholders engagement enhances the internal process (Orientation, supervisor support, change management)					
Church’s stakeholders engagement influences the performance of construction projects					

19) To what extent does stakeholder participation influence completion of construction projects of the ACK St Andrew Thika cathedral?

To a very great extent	
To a great extent	
To a moderate extent	
To a little extent	
To no extent	

20) What is the extent to which the following influence completion of construction projects of the ACK St Andrew Thika cathedral?

Statement	Very Great Extent	Great Extent	Moderate Extent	Little Extent	Not at all
Involvement of project coordinators					
Church leaders					
Engaging government agencies like CDF					
Engaging non state actors like NGOs and CBOs					

21) To what extent does stakeholder participation in the following project activities influence completion of construction projects of the ACK St Andrew Thika cathedral?

Statement	Very Great Extent	Great extent	Moderate Extent	Little extent	Not at all
Identification of construction project scope					
Data collection and management					
Supervision events					
Performance Reviews					
Monitoring System and schedule					
Evaluation plan development					
Project site Visit					

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22) To what extent are you involved with construction activities of ACK St Andrew's cathedral Thika? Use a scale of 1 to 5 where 1 is to a very great extent and 5 is to no extent.

Training Programs	1	2	3	4	5

Thank you for your participation.