

**FACTORS INFLUENCING COMPLETION OF SELECTED KENYA POLICE
SERVICE HOUSING PROJECTS IN CENTRAL KENYA**

BY

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DECLARATION

I declare that this research project report is my own original work and has not been presented in any other university for examination for any degree or award.

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This research project is submitted for examination with my approval as the University Supervisor.

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DEDICATION

This research project report is dedicated to my loving wife Anita and children (Nicholas, Moreen and Irene) for their understanding, moral and material support in preparing this research project report.

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ABBREVIATIONS AND ACRONYMS

CAD	Computer Aided Design
CDF	Constituency Development Fund
CSFS	Critical Success Factors
DCM	Digitalized Construction Monitoring
M&E	Monitoring and Evaluation
OECD	Organization for Economic Co-operation and Development
PM	Project Manager
PMI	Project Management Institute
SRO	Senior Responsible Officer

ABSTRACT

In almost every part of the world, Kenya included, projects are initiated for a specific purpose, which should be achieved within a stipulated time frame and agreed budget. This should be the position if the client, the project initiator, has to get value for their money. However occasionally this might not happen and the project life cycle process get disrupted at the initiation, planning or design, execution or implementation, or even at the closure stage. Kenya Police Service Housing project in Central Kenya is an example of uncompleted project. This research project investigated factors which influenced the completion of selected five police housing projects in Othaya and Karatina in Nyeri county, Kangema in Murang'a county and Thika and Kikuyu police stations in Kiambu county. The research adopted a case study design and looked at the factors that generally impacted on project life cycle process at the execution or implementation phase, where both quantitative and qualitative approaches were adopted. Data was collected by interviewing purposefully sampled stakeholders involved in the implementation or execution of the five housing projects. The stakeholders sample size was 70 arrived at by purposively sampling the Main Contractor, the three sub-contractors for Electrical, Plumbing and Drainage, and Low and High level water tanks respectively for each of the five selected housing projects and for the five projects combined, the client representative, the Accountant, the Procurement officer, the Project Manager, the project Architect, Quantity Surveyor, Electrical Engineer, Mechanical Engineer, Structural Engineer and the Clerk of works, thus 14 respondents for each project. The data was analyzed using descriptive and quantitative statistics, according to the research questions and objectives of the study. Collected data was subjected to content analysis by focusing on how all individuals responded to questions in each objective and then organizing them by objectives and questions in each objective to look across all respondents and their answers in order to identify consistencies and differences which were generalized. The study found out that, all Police Service Housing project in Central region were not completed. Major cause of delay in completion was delay in release of funds from the Government. All contractors had capacity to carry out project implementation since majority were experienced and selected competitively. Adequate monitoring and evaluation also took place to assess progress. The study also found out that there was unfavorable project prioritization policy on completion of the housing projects which affected project completion negatively.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The construction industry plays a significant role in the economy of developing countries. For example, in many developing countries, major construction activities account for about 80% of the total capital assets, 10 % of their GDP, and more than 50% of the wealth invested in fixed assets. In addition, the industry provides high employment opportunity, probably next to agriculture according to Ofori (2006) & Jekale, (2004)].According to Kenya Vision 2030, the Economic, Social and Political pillars on which the vision 2030 is anchored are largely dependent on many construction activities through various flagship projects to achieve the goals of new industrialization, increased incomes and high quality of life in a clean and secure environment. Despite the construction industry's significant contribution to the economy of developing countries and the critical role it plays in those countries' development, the performance of the industry still remains generally low. As Idoko (2008) noted, many projects in developing countries encounter considerable time and cost overruns and fail to realize the performance of their counter parts in developed nations. Generally, as Ofori (2006) & Jekale (2004)] concluded, the construction industry in developing countries failed to meet expectations of governments, clients and society as a whole.

High project performance and project success are not commonplace in the construction industry, especially those in developing countries concluded Long et al (2004). Moreover, in many countries, the productivity of the construction industry is one of the lowest and; its degree of high technology utilization is not comparable with that of other industries. Further, the overall management in the industry is at a low level. The construction industry's large scale scope and its use of huge capital is in sharp contrast with the low benefit (profit) and inferior management comments Guangshe et al, (2008). This is even worse when it is a public housing construction project.

1.1.1 The Kenya Police Service Housing project

Kenyan Government in its quest to improve the working condition of its security officers embarked on police housing improvement projects. The Kenya Police Service therefore, has a number of projects, countrywide, at various levels of implementation some of which have stalled and it's not clear when they will ever be completed. This is of great concern especially when there are a lot of problems with police housing reports Ransley (2009). For instance, the following five police housing projects which were being implemented under the Provincial Police Commissioner, Central Province, before the County Government became effective, are at various stages of implementation to date, although they are supposed to have been completed and providing decent housing to the police officers. Further inquiry indicates there are other projects countrywide with similar problems. The five projects referred to includes:-Proposed construction of 12No. Type E houses Blocks at Othaya and Kangema Police stations which commenced on 2nd June 2008 and were supposed to be completed and ready for occupation by 8th March 2009, 40 weeks after commencement, proposed 12No. Houses at Thika and Kikuyu police stations respectively where work commenced on 31st January 2011 and were supposed to have been completed and ready for occupation by 27th February 2012, 56 weeks after commencement and Proposed 12 no houses at Karatina police station where work commenced on 8th June 2012 and were supposed to have been completed and ready for occupation by 10th July 2013, 56 weeks after commencement.

1.1.2 Factors influencing Housing Projects completion

Project Management in developing countries is facing many challenging problems and non-conducive environment according to Jekal (2004) and Abbasi & Al-Mharmah (2000). Many projects in such countries end up uncompleted, abandoned or unsustainable concluded Sonuga, Aliboh & Oloke (2002 and Andersen (2008)]. For example, the cost of abandoned projects in Nigeria is estimated to be \$12.65 billion, requiring at least twice as much additional fund for their completion noted Alutu & Udhawuve(2009) citing Aliyu (2000). Further, the implementation of most projects in those countries is amalgamated with normal operational undertaking in functional organizations that have low capacity

Research works by Adams (1997) and Long et al. (2004) have indicated poor managerial capability of contractors to be one of the critical problems of the construction industry in developing countries. Thus, improving the managerial capability of contractors needs to be one of the priority considerations for improvement of capability of contractors in developing countries. Researches by Dlungwana & Rwelamila (2004) and others have also strongly emphasized the importance of improving the management skills of contractors. As most of the works of contractors is managed as a project, improving the contractors' project management capability can significantly contribute to the overall improvement of contractors' capability to deliver successful projects. In addition, Government policies, monitoring and evaluation as well as transparency and accountability are key to ensure successful project completion.

Projects in developing countries are highly uncertain, and operate in a highly unstable, unpredictable and poorly resourced environment. This poses a challenge on project manager in developing countries which is not seen by their counter parts in the developed nations according to Cusworth & Franks (1993) and Jekale (2004)]. According to Voropajev (1998), Project management functions (processes) that are sensitive to changes such as management of risk, procurement, contracts, scope, configuration, communications, and information are more important in managing projects in developing countries than in developed countries' context. For developing countries, the potential benefit of project management is extremely high and the proper application of it may even be critical and there is always the problem of scarce resources. Project management functions, less exposed to change, such as management of quality, time, cost and human resources become more important in the developed economies than developing countries' context. Further, according to Muriithi & Crawford (2003) and Cusworth & Franks (1993) management of externality of projects and the political and risk management skill become very important in the context of the developing countries. Systemic corruption has led to lack of completion of many infrastructure projects in Kenya.

1.2 Statement of the Problem

The importance of project management, and hence the role of a project manager is to ensure projects are commenced and successfully completed as far as the parameters of quality, budget or cost, timeframe or schedule are concerned noted Schwalbe (2010). It is therefore necessary for

a project manager to be aware of those factors which might negatively affect successful implementation of projects to ensure they are avoided or minimized. Research has been carried out on factors influencing successful implementation of projects globally and generally many of these factors have been documented and include: financial grouped; materials to be incorporated related issues; scheduling and controlling factors according to Fugarand & Baah (2010) and Jeffrey & Denis(1987). Locally research has been carried out on stalled government projects and on factors influencing successful completion of CDF projects, reports Muguiyi (2012).

From observation, many Kenya Police Housing projects have stalled therefore not completed. There was need to investigate the causes of the Kenya police service department projects remaining not completed years beyond the scheduled time. This was the problem which made this study necessary, that is, to investigate factors influencing completion of Kenya Police Service Housing in Central Kenya.

1.3 Purpose of the study

The purpose of the study was to find out and document those factors that influence the completion of the five selected police housing projects at Othaya and Karatina police stations in Nyeri county, Kangema police station in Murang'a county and Thika and Kikuyu police stations in Kiambu county in terms of quality, scope, budget and timeframe for a project which are indicators which measure the successful implementation of a project and therefore ensure these issues are addressed in future.

1.4 Objectives of the Study

The objectives of this study are:

- (i) To establish the influence of funding release timing on the completion of the police housing projects.
- (ii) To establish the influence of contractor's capacity on completion of police housing projects.

(iii) To establish the influence of monitoring and evaluation process on completion of the police housing projects.

(iv) To establish the influence of the project prioritization policy on completion of the police housing projects

1.5 Research Questions

The following were the research questions for the study

How does funding release timing affect the completion of the selected Kenya police service housing projects?

- (i) How does the contractor's capacity influence the completion of the selected housing projects?
- (ii) In what way does monitoring and evaluation process affect completion of the selected Kenya police service housing projects?
- (iii) How did the Kenya police service department housing project prioritization policy affect the completion of the selected Kenya police service housing projects?

1.6 Significance of the Study

The study empirically investigated the factors that influenced the completion of the selected police housing projects at the execution phase. The study can be of importance to policy makers in the Kenya police service department, other government departments and even the private sector in general as a whole in matters of planning and policy formulation regarding completion of projects. Once such policies are in place they can be implemented to help and guide stakeholders in successful project implementation and completion. This will enhance efficient and effective project implementation and completion.

1.7 Delimitation of the study

The study was carried out within the project implementation stakeholders of selected five Kenya Police housing projects at Othaya, Kangema, Thika, Kikuyu and Karatina and involved collecting data on implementation details and also interviewing contractors, procurement and the supervision team who are stakeholders in the implementation. The researcher could not collect data from the client representatives, since they required authority from the Inspector General of Police. Applications for authority were not responded to within the research period. The five selected projects have the common factors that they have the same design, 12No.Type “E” Flats, they are designed for the same purpose, police housing, belong to one client, Kenya police service department and are/ were supervised from the same technical team, provincial works office- Nyeri, and were funded by the Kenya Government. The study was also delimited to specific areas of study. These are project funding, contractor’s capacity, monitoring and evaluation and client prioritization policy on projects.

1.8 Limitations of the study

Some of the limitations of the study included having to interview persons who were not actually present during the project implementations due to changes caused by transfers and hence could not give live experience of the actual project involvement. The effect was addressed by asking for information which could be referred to files in the office which any office bearer can access and provide and also by asking general opinion questions about their views on the project implementation from their experience by virtue of being in office or organization. The second limitation was failure to get authority from The Inspector General of Police, upon application, to interview his representatives involved in the project implementation, within the research period. Without the authority they could not be interviewed.

1.9 Assumptions of the study

The main assumption was that the client, accountant, the procurement personnel, contractors, and the supervision team would co-operate in availing the projects data and

stating their opinions in the interviews, since the research report recommendations are to be used in improvement of project management which as stakeholders are involved in. The second assumption was that the respondents will provide answers corresponding to the reality of the project implementation and completion.

1.10 Definition of significant Terms

Budget	This refers to the estimated cost of the selected housing project/projects.
Client	This refers to the natural or legal person for whom a structure is constructed or alternatively the person or organization that took the initiation of the construction. In this study the Inspector General of Police is the client (previously it was the Commissioner of police).
Completed housing Project	This refers to a housing project where a practical completion certificate has been issued and the houses are ready for occupation.
Contractor	This refers to the person or organization contracted to construct the housing project.
Contractor's Capacity	This refers to the contractors experience, expertise, financial and technical strengths.
Financial Year	This refers to the Kenya government financial year which spans from 1 st July up to 30 th June of the following year
Funding release	This when treasury gives authority to incur expenditure on the project.
Influence	This refers to the condition affecting the nature or development of completion of the selected housing projects.

Monitoring and Evaluation Process This is the tracking of the progress and effects of the project implementation.

Project This refers to an undertaking for a specific purpose and within agreed timeframe and budget or cost.

Project Prioritization policy This is the process of deciding which project to allocate funds first.

Timeframe This refers to the contract period or number of working days or calendar days from a specific commencement date to a specified completion date, as provided for in a contract.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents literature that was reviewed relating to the execution/implementation up to completion stage of projects generally and includes research articles and studies related to the project implementation stage and also touches on discussions from theoretical foundations. The processes and activities which take place at the implementation stage and the collaboration necessary from the various stakeholders to ensure project completion are outlined and include, funding release timing, issues relating to contractors performance, issues relating to monitoring and evaluation, and matters relating to client's policy on project implementation and completion prioritization.

2.2 Concept of Project Implementation

Every project is implemented and managed locally, even if this is being done in accordance with some widely accepted standard. The nature of the project, its location, owner, purpose and objectives can have significant impact on the management methods to be used. Thus, it is important to study project management practices in the context of developing countries to better understand and be able to manage projects successfully in these countries. However, research works on project management in those countries has not yet received enough attention and still they are at infant stage according to Jekale (2004). In addition, the available information in the area is few and lack detail. Moreover, many of the available literatures focus on the so called "development projects" financed either by governments and/or donors. Further, almost all materials in the area are written from the perspective of the client or financier, thus it is difficult to get literatures written on project management from the perspective of a scholar.

Project management methods have been extensively used by many public and private entities to solve their problems, manage scarce resources and, achieve important objectives noted Andersen (2008). For developing countries, the potential benefit of project management is extremely high

and the proper application of it may even be critical; as in these countries; resources are extremely scarce and, achievement of project objective, in most cases, is extremely important. The work of Voropajev (1998) also indicated that project management is much more important in developing economy (transitional economy) than it is in developed economies (as risk and change are extremely high in the developing countries). As the majority of projects in the developing countries are development related, failure of a project usually has a far reaching effect beyond financial losses. It may result in a “death”, or delay of many citizens’ hope or the hope to enjoy good housing by our security men and women.

Project Management in developing countries is facing many challenging problems and non-conducive environment reports Jekale (2004) and Abbasi& Al-Mharmah (2000). Many projects in such countries end up uncompleted, abandoned or unsustainable concluded Sonuga, Aliboh & Oloke (2002) and Andersen (2008)]. For example, the cost of abandoned projects in Nigeria is estimated to be \$12.65 billion, requiring at least twice as much additional fund for their completion according to Alutu & Udhawuve (2009) citing Aliyu (2000). The implementation of most projects in developing countries is amalgamated with normal operational undertaking in functional organizations that have low capacity noted Jekale (2004). Further, corruption has become a challenge complicating project management in those countries according to Sonuga, Aliboh & Oloke (2002) and Andersen (2008)]. As Jekale (2004) summarized, poor support infrastructures, low level of technology, low capacity of implementing institutions, scarcity of skilled professionals and financial resources, unreliable communication ,poor and protracted documentation, high turnover of leadership and workmen, considerable political instability ,low level or absence of accountability and transparency, and long and tedious formal decision-making procedure are typical condition in developing countries , factors which affect the practice of Project management, and the majority of them are either non-existent or not common in the developed countries where Project Management is developed and thrived.

2.2.1 Challenges of Project Management in Developing Countries

A number of factors have been identified for the poor performance of projects in developing countries. Generally factors such as government policies, insufficient funds, withdrawal by

donors, shortage of foreign exchange, inappropriate contract conditions, political priorities, poverty, socio-cultural conditions, corruption, low institutional and human capacity, and occurrence of unexpected events such as war, drought are considered to be the major factors behind the poor performance of projects in developing countries according to Idoko (2008), Jekale (2004) and Andersen (2008). Subsequent paragraphs provide detail discussion of the challenges.

Projects in developing countries are highly influenced by their external environment noted Jekale (2004). Moreover, the project environment in many developing countries is unstable and characterized by rapid change of markets, shift of funding sources, frequent change of government policies and the business environment. In addition, projects in those countries are affected by prevalence of corruption, war, drought and governments political priorities according to Alutu & Udhawuve (2009 and Jekale (2004). For example in Nigeria, the cost of construction materials was reported to have shown a 400% increase over a period of two years because of change in government policies (devaluation of its currency and inflation) reports Sonuga et al (2002). Likewise, in Ethiopia inflation increased in double digit and cost of construction almost doubled in three years.

According to Cusworth & Franks (1993), most of the special problems of project management in developing countries is related to the environment, which can generally be attributed to the turbulence (the tendency of unpredictability) and rapid change in the project environment; and severe scarcity of resources in those countries. These prevailing external factors are making the planning and generally management of project extremely challenging for the poorly trained highly constrained project managers in those countries. The above generalizations are in contrast with those in the developed countries .According to the Standish Group 2004 Report: the main reason for project failure (in developed countries) is not the absence of general resources or financial resources, but the lack of Project management capability noted Malan et al (2007). Further, in the developed countries external conditions such as market and politics are less important for the success of projects.

Lack of institutional capacity and trained personnel is also another main reason why projects fail in developing countries according to Voropajev (1998). Further, the lack of awareness about the benefit and application of Project Management in many developing countries' organizations combined with the presence of few trained project managers and wrong perception that sees project managers as an unnecessary expense has contributed to the low level of development of project management in those countries noted Andersen (2008) and Idoko (2008)].The presence of only three PMI chapters in African countries attest to the value and attention given to project management in developing countries. Further, according to Nguyen (2007), many of the efforts to transfer Project management knowledge and technology to the developing countries were not successful mainly due to lack of support of senior management and a perception that project management methodology is not applicable in developing countries.

In addition to lack of institutional capacity and trained PM professionals, the nature of project management in itself is a challenge for many project managers in developing countries. According to Pant, Allinson & Hayes (1996), the principles of PM are contrary to what the managers in developing countries are accustomed to do and trained for. Muriithi & Crawford (2003) concluded the same based on similar study done on PM in Africa.

Conventional project structure breaches classical principles of management which is practiced in many developing countries; such as division of labor, organizational hierarchy and unity of command (which are adhered to in developing countries). It demands certain qualities from its members including objectivity, flexibility, and preparedness to take risks, ability to make decisions independently, low preference for conformity, low power orientation and low rule orientation (rare attributes in Developing Countries) notes Muriithi& Crawford (2003). Individuals employed in project organizations are expected to be able to work well in teams, to have the ability to lead and to maintain close ties with other organizational members (almost none existent in developing countries). On the evidence of this, it may be difficult for project managers in developing countries to fulfill requirements of project management concluded Pant, Allinson & Hayes (1996). Another important reason for failure of projects in developing countries is the way projects are set up and implemented in those countries reported Sonuga, Aliboh & Oloke (2002). This is mainly applicable to the so called "development projects." In

such projects, it is common to see lack of involvement and consultation of users and the tendency of some donors to finance only what they wanted or perceived to be important for the recipient rather than based on need of the users notes Andersen (2008). Sometimes public projects in developing countries (both government and donor financed) fail due to lack of comprehensive planning and study .Such projects fail to consider the capacity and nature of the local support organization, economic, technological, and physical environments in the planning. Because of this, many of such projects are left non-operational simply because there were no parallel work done to train staff or plan how to pay for the staff that runs them and provide the necessary support(such as spare parts, maintenance crew etc) to run them .

Most of the reasons for failure of projects and their poor management in developing countries can be associated with the failure to consider the specific context of developing countries and critically adopt the PM methodologies to the context of developing countries according to Muriithi & Crawford (2003), Abbasi & Al-Mharmah (2000), Jekale (2004), Voropajev (1998) and (Pant, Allinson & Hayes (1996). This is because of the inherent assumption about people, culture, the environment and economic condition that PM methodologies (which are developed in the developed nations) consider, vary significantly in the developing countries according to Muriithi & Crawford (2003) and Jekale (2004)]. Unfortunately, the literature review has revealed that only few studies are done considering the above , except very few such as Muriithi_& Crawford (2003) and Cusworth & Franks (1993) and the majorities of them offer little insight on how to adopt the project management methodologies , tools and techniques to the cultural and economic condition of the developing countries context.

The management of construction project has some differences from the management of other projects. The differences mainly stems from the nature and characteristics of construction projects. The consideration of these differences is important for successful management of construction projects. Generally construction projects are usually capital intensive, complex, requires significant management skills, involvement and co-ordination of a wide range of experts in various fields reported Chartered Institute of Building (2002). They are also usually undertaken outside and hence are susceptible to many variables such as weather and traffic notes Gould & Joyce (2003). In addition the construction project management must address the geography and conditions of the project site and the relation of the project to the environment

according to Project Management Institute (PMI) (2007). Further, construction projects are subject to a variety of laws and regulations that aim to ensure public safety and minimize environmental impacts noted Bennett (2003), and compared to most other industries, construction projects involve relatively intensive labor use, and consume large amounts of materials and physical tools according to Jekale (2004).

2.3 Funding release and project completion

According to study done on causes and effects of delays and disruption of construction projects by Kikwasi (2012), the delays and disruptions can originate from the client, the consultants or the contractor. Delays from the client are especially when the client cannot pay for work done, while the consultant causes delays by not issuing instructions on time and the contractor by delaying the actual construction. These delays and disruptions leads to time and cost overrun; negative social impact; idling resources; disputes all of which might put the project at great risk that has an effect on their completion and therefore there is need for adequate construction budgeting and timely issuing of funds among other recommendations. According to Douglas & Chris (2001), most construction contracts have an arrangement where the contractor is supposed to be paid interim payment certificates to compensate them for work already done. This ensures that the contractor does not strain financially. However when this does not happen, the contractor might stop working until when pending payments are honored. This is where time overruns starts and might lead to related claims of interest on delayed payments, extended project preliminary thus leading to cost overrun. The negative social impacts includes delayed payment of wages ,materials and other services related to the works leading to labor unrest in the industry. The benefits to the society of the project upon completion, in our case decent police housing are also delayed notes Douglas and Chris (2001).

Majority of government funded projects where the estimated costs are large usually start with a small allocation and are expected to get more funding as the work progress. This sometimes does not happen thus leading to delays in payments which might lead to stoppage or disruption of works concluded Kikwasi (2012). This study looked into whether the issue of funding release timing influenced the completion of the selected Kenya Police Service housing projects.

2.4 Contractors capacity and project completion

Contractors efficiency, capacity, competence, integrity on the successful implementation and completion of a project are shown or evidenced, in terms of waste management in areas such as repairs on finishing works, delays in organizing for materials to be brought to the project site, issues of using materials not meeting specifications which are later required to be removed, issues relating to site organization in terms of where to store materials and hence the waste in labor and time in unnecessary material handling on site, waste of raw materials on site, how frequently equipments breaks down leading to time wasted in waiting for repairs and excessive accidents on site according to Ralph & Iyagba (2010), Alwi, Hampson & Mohamed (2002) and Amoah, Ahadzie & Dansoh (2009).

The contractor's capacity or competence in performance will also be influenced by financial issues relating to how much the contractor can work without asking for a payment from the client. This depends on whether the contractor will get credit from financial institutions and at what cost, whether material credit from suppliers is available and at what cost, according to Daniel, Adrian & Skirtmore (2001). The contractor's performance will also be influenced by human resources conditions such as availability of tradesmen for various trades; working relationship with subcontractors and especially the need to minimize material, labor and time wastage and ability to efficiently manage different site characteristics and human resources to avoid and minimize disputes notes Muguiyi (2012)

Performance of a contractor will also be influenced by whether the contractor is capable of practicing sustainable development, a philosophy whereby the achievement of one aspect of performance should not be at the expense of another aspect of performance according to Xiao & Proverbs (2003), and it has been established that contractor's performance on a project is also influenced by the collaboration between the client and contractor especially in facilitating regular payments in order to overcome delays, disputes and claims according to Saleh (2008) and Adnam, Mohamed & Saleh (2009). Consequently this study looked at how the contractor's efficiency, capacity, competence, integrity and collaboration with the stakeholders influenced the successful implementation and completion of the selected Kenya police service housing projects.

2.5 Monitoring and Evaluation Process and Project Oompletion

According to World Bank definition, monitoring is the routine and systematic collection of information against a plan, while evaluations is assessing as systematically and objectively as possible a completed project or programme for a phase. Monitoring is usually done to projects and programmes for four main purposes: To learn from experiences to improve practices and activities in the future; to have internal and external accountability of the resources and the results obtained; to take informed decisions on the future on the initiative; to promote empowerment of beneficiaries of the initiative according to Yumi & Beaudry (2007).

Monitoring and evaluation, according to International sport and development toolkit, appraises data and information that inform strategic decisions, thus improving the project or programme in future. Evaluation should help in drawing conclusions about five main aspects of the project or program which include relevance, effectiveness, efficiency, impact and sustainability of the project notes Fred (2008).

Effective monitoring and evaluation should be built into the project at the planning stage and should not be an 'add on' that happens at the end, but part of a project life cycle concludes Eyke (1993). In some areas there is digitalized construction monitoring (DCM) according to Zubair et al (2006), whereby we have integration of the information from construction drawings, digital images of construction site progress and planned schedule of work. Using emerging technologies and information system the DCM re-engineer the traditional practice for monitoring the project progress by automatically interpreting Computer Aided design (CAD) drawings of buildings and extracting data on its structural components and storing in database.

According to Amoah, Ahadzie & Dansoh(2009), the benefits of monitoring and evaluation to projects includes setting standards of performance, measuring performance against these standards, correcting deviations from standards and plans, setting milestones based on realistic/compelling needs whereby these milestones can be timely reviewed, compressed and expanded as the need arises and then correcting deviation from the set milestones can be taken in form of deployment of additional funds, etc. According to Yumi & Beaudry (2007), monitoring and evaluation determines whether project objectives are being met as work progresses, ensures

maintenance of control over the schedules, evaluates the expenditure of funds in terms of both work accomplished and time and the revision of budget as required to reflect changes in work definition. It involves evaluation of work force adequacy and utilization as the work progresses and evaluates time, cost and work performance in terms of schedules, budgets and technical plans. This study enquired on how monitoring and evaluation was implemented and considered how that implementation had influenced the completion of the Kenya police service housing projects.

2.6 Project prioritization policy and project completion.

A policy is defined as a plan or course of action, as of a government, political party, or business, intended to influence and determine decisions, actions, and other matters (TheFreeDictionary). Housing policies are actions taken by governments to improve the quantity and quality of housing and to reduce its cost according to McAfee (2009). Over the years governments intervene in the housing market to stimulate the economy and allow the forces of supply and demand address the need or in case of its employees like the police department come up with housing projects to provide adequate housing, whereby adequate housing according to McAfee (2009) refers to housing that is good in physical conditions including adequate bedrooms and costs less than thirty per cent (30%) of before tax household income. An organization requires understanding the typical lifecycle of a project and how it applies to the specific project in order to effectively prepare a project completion policy. The organization has to know the 'what, why, who, when and how', of project management activities according to United Kingdom (UK) department for Business Innovation and Skill (BIS) (2012) guidelines for managing projects. Project completion policies/contract administration agreement includes making provisions for issues such as incentives/disincentives, liquidated damages and amount of retention to be made. These provisions/guidelines cover the procurement methods/systems used by departments and the standard forms of contract used for contract administration.

The general organization policy is the basis for prioritizing the proposed project in relation to the overall organization service strategy. According to Scottish Capital Investment Manual (2011), on common project failures and remedies, there should be clear links between the project and the

organization key strategic priorities, including agreed measures of success. An organization policy ensures clarity in planning and implementation of activities notes McLachlan (2009).

The Scottish Capital Investment Manual (2011), provides guidelines on preparing policies for project management which includes asking questions like whether the priority of the project compares and aligns with other delivery and operational activities of the organization or whether they have defined the critical success factors (CSFS) for the project and if the CSFS have been agreed with the key stakeholders? It includes answering questions like if the project is founded on realistic time scales taking into account any statutory lead times and showing critical dependencies such that any delays can be handled? Whether lessons learnt from relevant previous projects is being applied? Whether an analysis has been undertaken of the effects of any slippage in time, cost, scope or quality? If the CSFS have been agreed with the service provider and whether a clear project plan that covers the full period of the planned delivery that indicates the means of benefits realization? A critical success factor is a term for an element that is necessary for an organization or project to achieve its mission according to the Scottish Capital Investment Manual guidelines. The guideline stresses the need to have a Senior Responsible Owner (SRO) conversant with project management. He or She needs to have a suitable track record of project implementation delivery. This should be through experience or training to ensure the SRO has the ability, responsibility and authority to make decisions for the organization.

According to Gosenhelmer (2012), project prioritization is the setting of priorities when the amount of work that needs to be done surpasses the resources available to accomplish the work. In many departments there is struggle to balance a growing list of new and pending projects while the need for core services continues often with less funding and deciding how to prioritize and separate the high priority projects from lower priority projects requires wide involvement and making compromises and also the need to balance scope, cost and time constraints recommends Henry (2012). Consequently to ensure that emotions do not control decisions, there is need to have in place a structured and objective approach in helping in achieving consensus and balancing the needs of the department and its customers and stakeholder. According to Henry (2012), there is therefore need to use a prioritization matrix which is a proven technique for making tough decisions in an objective way. A prioritization matrix identifies relative

importance by deriving a numerical value for the priority of each item. It provides means of ranking projects (or project requests) based on criterion determined to be key, thus enabling departments to prioritize projects. This study was to establish whether the Kenya Police Service had a project prioritization policy on completion of projects and whether the policy was followed in the implementation of the selected five police housing projects.

2.7 Theoretical framework

Systems theory is a science which has the comparative study of systems as its object. There are different types of systems: organisms (animals, humans, particularly cognitive mechanisms in organisms), machines (particularly computers), physicochemical systems, psychic systems and social systems. Such a comparative research program for heterogeneous types of systems presupposes a highly general concept of systems, for which numerous features have been proposed: the interdependency of the parts of a system; the reference of any structure and process in a system to the environments of the system; equilibrium and adaptedness and continuous re-adaptations to environmental demands as core elements of the understanding of a system; self-organization of a system as the principal way it responds to external intervention; complexity as trigger mechanism for system-formation and as the form which describes the internal network structures of connectedness among system elements in order to function or attain a specified goal according to Bertalanffy (1969) and Luhmann (1995).

This theory contends that every system is conceived to be singular in fulfilling the functional need which somehow was the catalyst around which the process of system formation came about as a historical and a contingent process. A housing project can be considered as a functional system since it must fulfill its goal within a specified period of time and budget. The activities are influenced by the environment such as availability of funds, monitoring and evaluation, policies and some cultural aspects such as corruption. The project must adopt and continuously readopt to this environment demands and shocks through reorganization of the system if goals have to be achieved.

2.8 Conceptual Framework

The study proposed that project completion is influenced by the four independent variables which are: - funding release timing, contractor's capacity, monitoring and evaluation process and client prioritization policy on project completion. Using the four variables, the study assessed the influence of funding release timing in project completion which was through the time and percentage of total budget released for the project. Assessment was also made to help understand whether contractors had capacity to implement the project as per contract agreements. The study analyzed the monitoring and evaluation process to assess whether it was adequate to facilitate project implementation and completion. Client project prioritization policy was also investigated to establish whether completing the housing projects was their priority.

Independent Variables

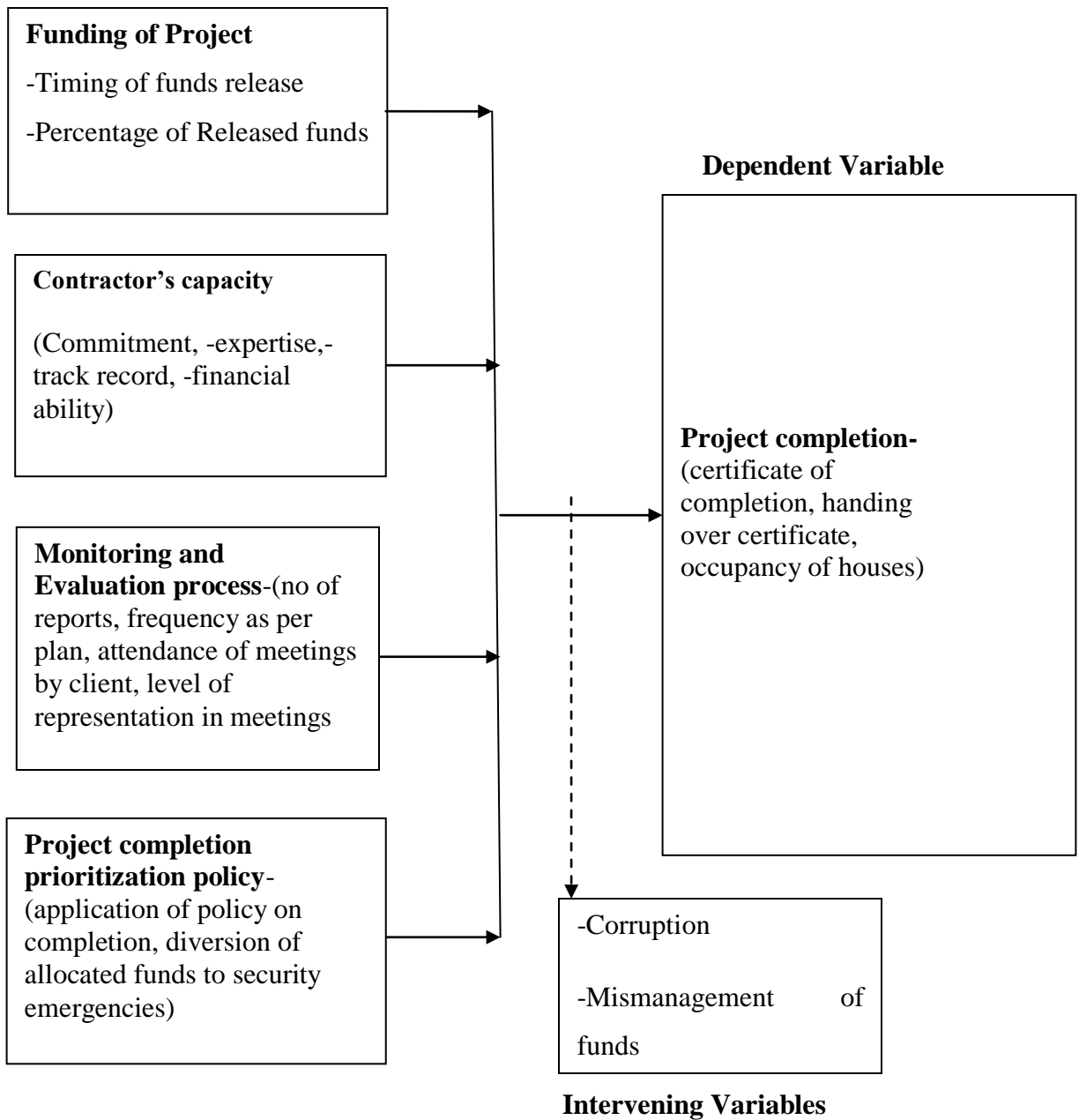


Figure 2. 1: Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the type of research methodology that was applied. It covers the type of research design, target population, sample and sampling procedure method. In addition it includes data collection procedure and analysis; research instruments that the study adopted are also outlined. Validity and reliability of instruments, ethical issues plus the operationalization of variables are also outlined.

3.2 Research design

The research adopted descriptive multiple case study design. According to Yin (1994), descriptive multiple case studies allow a researcher to describe, record, analyze and report contemporary phenomenon in a real life context. The research study used both qualitative and quantitative approaches explained in Gall, Borg & Gall (1996). The qualitative approach was used in collecting and analyzing data from stakeholders involved in the projects implementation and included collecting in depth information from the procurement personnel, contractors and the technical supervising team. The client was not ready to be interviewed. The quantitative approach was used in deciding conclusions from the results.

The study aimed at clarifying relationships, and as such correlation research was used. The tools included the use of interview to initiate discussions and collect data from respondents. Further, a quantitative method of data analysis was used to establish and describe the degree of relationship between the independent variables and dependent variables.

3.3 Target Population

The target population included project implementation stakeholder in the selected Kenya Police Service housing project at Othaya and Karatina Police Stations in Nyeri County, Kangema at Kangema Police Station in Murang'a County and Thika and Kikuyu police housing projects at Thika and Kikuyu police stations respectively in Kiambu County. All the five selected projects have the following common characteristics: a similar design consisting of 12 standard designed two bed roomed (type 'E') flats in two equal blocks in three storey; they were all initiated by the same client, the provincial police commissioner central province, although initiated at different times; the contractors were all procured through open tendering; the provincial works officer, central province, was the project manager for the five projects and all the projects have a similar problem of delayed completion although at different levels of implementation.

Works at Othaya and Kangema commenced on 2nd June 2008, and the works stalled before completion, the contracts have since been terminated. Thika and Kikuyu works commenced on 31st January 2011 and although the works are almost complete, completion has not been possible since the client has not managed to honour some payment certificates. The Karatina project which commenced on 8th June 2012 has since stalled at the first floor since the client could not honour the second payment certificate.

The target population was selected to investigate the factors influencing this delay in completion of the housing projects despite the fact that the police department has a genuine housing problem in these areas and all the projects are initiated to address the problem.

3.4 Sampling procedure and sample size

The research used both qualitative and quantitative research approaches. The sampling procedure was non-probability purposive sampling. This involved gathering information from key people who provided information on initiating the projects, documentation, tendering and actual implementation of the project. Consequently one had to be specific on the respondent who was in a position to provide relevant information relating to the projects. These included people in the client department, the county police commanders, who had information on the projects, the technical personnel from the supervising department who includes the Project Manager,

Architect, Quantity Surveyor, Structural, Mechanical and Electrical Engineers and the Clerk of Works, the Procurement Personnel and the Accountant. However the contractors and the three subcontractors were different in each project, except for Kangema and Othaya where the main contractor was the same company. Thus each project had fourteen (14) respondents who could provide key information about each project. Since there were five projects then the size of the sample was seventy (70) respondents.

3.5 Methods of Data Collection

The data collection methods included observations and interviews. Observation method was used to collect data on the state of the project in order to assess its completion. The researcher prepared an observation schedule to be used. This method provided firsthand information on completion of the projects.

Face to face interview method was used in gathering information from key people who provided information on initiating the projects, documentation, tendering and actual implementation of the project. These included the technical personnel from the supervising department who included the Project Manager, Architect, Quantity Surveyor, Structural, Mechanical and Electrical Engineers, Clerk of Works, the Procurement Personnel, Accountant, the contractors and the three subcontractors in each project. Thus each project had thirteen (13) respondents who provided key information about each project. Interview method was preferred because it was convenient for the respondents and had room for clarification and in depth information about the project which other methods could not provide. The number of respondent was also not very large for interview.

3.6 Instrument Validity

Validity is defined as the extent to which the instrument measures what it purports to measure according to Joppe (2000) and Moskal & Leydens (2000). It is the degree to which results obtained from the analysis of the data actually represent the phenomenon under study. Validity in the research was enhanced by ensuring the research was quality work through appraisal of the tools, by subjecting the questionnaires to pre-test to detect any deficiencies in it. Comments and suggestions made by the pre-test respondents and in consultation with the supervisor were

incorporated in the questionnaire to ensure the work is trustworthy as recommended by Guba & Lincoln (1989). Content validity was ensured by asking questions from all objectives under study, construct validity by requesting for explanations on the various responses and criterion validity by combining both qualitative and quantitative research approaches explains Moskal & Leydens (2000).

3.7 Instrument Reliability

Reliability is indicated by consistency with which questionnaire (test) items are answered, recommends Charles (1995). It refers to the degree to which an assessment tool produces stable and consistent results according to Moskal & Leydens (2000). Reliability is the extent to which the results provide conformability, dependability, consistency, applicability in the research as explained in Clont (1992), Seale (1999) and Golafshani (2003). The reliability was ensured by first doing a pilot study on test re-test process to confirm whether instrument is providing consistent results.

3.8 Methods of Data Analysis

Collected data was coded, then tallied and analyzed using descriptive statistics. This included careful scrutiny of the interview answers and comments, checking consistency of all facts gathered and checking on similarity. Quantitative data was analyzed using frequency, percentages and correlation. Qualitative data was analyzed using themes and sub themes as per the objectives of the study. Both the qualitative and quantitative findings were used to answer the research questions and come up with conclusion and recommendations of factors influencing completion of Kenya police service housing project.

3.9 Operational definition of variables

Table 3.1 shows the operationalization of variables

Table 3.1: Operationalization of variables

No	Variable	Indicator	Measurement scale	Measurement
1	Project completion	(i) Completion of works	Nominal	(i) Frequency, Percentage.
		(ii) Handing over by contractor	Ordinal	(ii) Frequency, Percentage
		(iii) Occupation of houses	Nominal	(iii) Number, Percentage
			Ordinal	
2	Funding release	(i)Timing.	Ordinal	(i) Frequency, Percentage
		(ii)Percentage of total budget released	Ratio	(ii) Frequency, Percentage
			Ordinal	
3	Contractors capacity	(i)Commitment		(i)Frequency, Percentage
		(ii)Expertise	(i)Ordinal	(ii)Frequency, Percentage
		(iii) Track record	(ii) Ordinal	(iii)Frequency, Percentage
		(iv)Financial ability	(iii)Ordinal	(iv)Frequency, Percentage
			(iv)Ordinal	

No	Variable	Indicator	Measurement scale	Measurement
4	Monitoring and Evaluation process	(i) Number of M&E done (ii) Attendance of meetings by client. (iii) Level of in representation in meetings	(i) Nominal (ii) Nominal (iii) Ordinal	(i) Frequency, Percentage (ii) Frequency, Percentage (iii) Frequency, Percentage
5	Client project completion prioritization policy	(i) Number of project completed as a priority (ii) Number of projects where funds were diverted to emergency areas.	(i) Nominal (ii) Nominal	(i) Frequency, Percentage (ii) Frequency, Percentage

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This Chapter focuses on data analysis, interpretation and presentation. To effectively address issues that are concerned with the study both quantitative analysis and the content analysis was used. The purpose of this study was to investigate factors influencing completion of selected, Kenya Police Housing projects in Central Kenya. The objectives of the study were to establish the influence of funding release timing, contractor's capacity, monitoring and evaluation process and client project prioritization policy on completion of the selected housing projects.

4.2. Response Rate

The response rate of the project implementation stake holders are as presented in table 4.1

Table 4.1 Response Rate

Category	Sample Size	Response	Percentage
Project Implementation Stakeholders	70	65	92.9

Table 4.1 illustrates the response rate of the respondents who were sampled and interviewed in the study. The study targeted 70 project implementation stakeholders. The response was 65 or 92.9%. This was considered high response rate and adequate for the study. The researcher personally interviewed the project implementation stakeholders using the interview guide.

4.3. Demographic Information of the Project Implementation Stakeholders

The researcher sought to establish the demographic data of the project implementation stakeholders and looked at their gender, age and education level. Their responses are highlighted in sub sections 4.3.1 for gender, 4.3.2 for age and 4.3.3 for education.

4.3.1 Gender of the Project Implementation Stakeholders

The gender of the project implementation stakeholders is shown in Table 4.2.

Table 4.2 Gender of the project implementation stakeholders

Category	Frequency	Percentage
Male	65	100
Female	0	0
TOTAL	65	100

From Table 4.2 all the project implementation stakeholders interviewed were males. This implies that, males are more interested or involved in project implementation activities than females.

4.3.2 Age of the Project Implementation Stakeholders

The age distribution of the respondents is shown in table 4.3

Table 4, 3 Age of the Project Implementation Stakeholders

Category	Frequency	Percentage
18 Years to 29 Years	0	0
30 Years to 39 Years	15	23.1
40 Years to 49 Years	15	23.1
50 Years to 59 Years	35	53.8
60 Years and above	0	0
TOTAL	65	100

From Table 4.3 above 23.1% of the project implementation stakeholders were aged between 30 and 39 years and also another 23.1% was aged between 40 to 49%. The largest population of the respondents 53.8% was aged between 50 years to 59 years. Generally the stakeholders appear to be at mature and in experienced age group.

4.3.3 Education of the Project Implementation Stakeholders

The education levels of the respondents are shown in Table 4.4

Table 4.4. : Education Level of the Project Implementation Stakeholders

category	Frequency	Percentage
Adult Education	0	0
Primary	0	0
Secondary	0	0
Certificate	5	7.7
Diploma and above	60	92.3
TOTAL	65	100

From Table 4.4 all the stakeholders in project implementation had at least certificate level of education and therefore understood all issues of project implementation discussed during the interview.

4.4 Status of Completion of Projects

Based on observation schedule adopted from Ministry of Works and Housing Progress monitoring tool (appendix IV), all projects were not completed as represented in Table 4.5.

Table 4.5: Projects Completion Rate

Project	Percentage of completion
Othaya	80
Kikuyu	95
Karatina	20
Thika	95
Kangema	80

From Table 4.5 none of the project was completed. Othaya and Kangema had a completion rate of 80% while Kikuyu and Thika had a completion rate of 95% and Karatina had a completion rate of 20%. This depicts there are problem that results to non-completion of these projects.

4.5 Funding release timing delay

The presence of funding release timing delay is shown in Table 4.5

Table 4.6 Presence of funding release timing delay

Presence of funding release timing delay	Frequency	Percentage
Yes	65	100
No	0	0
I don't know	0	0
TOTAL	65	100

From Table 4.6, 100% of the respondent observed that there is delay in funding release timing in the study. This therefore indicated that there was a problem of funding release timing in the

selected Kenya Police Housing Projects in Central Region. The prevalence rating of the delay in funding release timing is shown in Table 4.6

Table 4.7 Prevalence of delay in funding release timing

Prevalence of delay in funding release timing	Frequency	Percentage
Very high	50	76.9
High	15	23.1
I don't know	0	0
Low	0	0
Very low	0	0
TOTAL	65	100

Table 4.7, indicate that 76.9% of the project implementation stakeholders felt that the delay in funding release was very high 23.1% felt it was high. This show that majority of the respondents felt that prevalence of delay in funding release is high. This could be a major cause of non-completion or delay in completion of Kenya Police Service Housing projects in Central Region.

Majority of respondents felt that, delays in release caused delays in payments, affects work programmes, causes requests for extension of contract period, leads to extended costs of preliminary items budgeted. Delayed payments affect other payments to banks, suppliers and project workers. Police hierarchy and bureaucracy between Office of the President, Internal Security (mother ministry) and in police department influence release of funds negatively.

Respondents felt that, reduction in the number of projects being implemented at the same time could increase completion rates.

4.6 Contractor's Capacity

The researcher sought to find out how contractor's capacity influences completion of selected Kenya Police Service Housing projects in Central Region.

The respondents were asked questions related to contractor's capacity to complete the selected Kenya Police Service Housing Projects. Their responses are as shown in Table 4.7

Table 4.8 Contractor's capacity to complete selected Kenya Police Housing Projects

Does contractor have capacity	Frequency	Percentage
Yes	65	100
No	0	0
Don't know	0	0
TOTAL	65	100

From Table 4.8, 100% of the project implementation stakeholders indicated that indeed the contractor's had capacity to complete the works provided they got timely payments upon application. This is because all contractors involved in the construction of the selected Kenya Police Service Housing projects were competitively sourced through open tendering, were properly registered and had completed similar works previously.

4.7 Monitoring and Evaluation Process

The researcher asked the project implementation stakeholders their views on whether there was adequate monitoring and evaluation process on the selected Kenya Police Service Housing projects. Their responses are shown in Table 4.9.

Table 4.9 Opinion on Adequate Monitoring and Evaluation Process

Adequate Monitoring and Evaluation Process	Frequency	Percentage
Strongly Agree	35	53.9
Agree	30	46.1
Neutral	0	0
Disagree	0	0
Strongly Disagree	0	0
TOTAL	65	100

As per Table 4.9 all the project implementation stakeholders agreed that there was adequate monitoring and evaluation process for the selected Kenya Police Service Housing projects. The project implementation stakeholders who agreed on adequate monitoring and evaluation cited the holding of regular site meetings as an element of monitoring and evaluation.

4.8 Client Project Prioritization Policy

The researcher sought to analyze how project prioritization policy influenced the completion of selected Kenya Police Service Housing projects. Their responses are given in Table 4.10

Table 4.10 Level of Satisfaction of client project prioritization policy

Level of Satisfaction	Frequency	Percentage
Very Satisfied	0	0
Satisfied	10	15.4
Not Satisfied	55	84.6
I don't know	0	0
TOTAL	65	100

From Table 4.10, 84.6% of the project implementation stakeholders indicated that they were not satisfied with client project prioritization policy on completion of the selected Kenya Police Service Housing projects citing the client move of starting new housing projects which are not fully funded while the on-going projects are not complete and also not fully funded. The 15.4% who indicated satisfaction cited poor co-ordination and communication between the office of the President, ministry of finance and the Police Department as main problem influencing completion of the selected Kenya Policing Housing Projects.

4.9 Core Function Verses Provision of Housing.

The researcher sought to find out whether the fact that the core function of Kenya Police Service Department is to provide security and not construct houses influenced the completion of Kenya Police Service Housing projects in Central Region.

The respondents were asked their opinion on whether the fact that the core function of the Kenya Police Service Department is to provide security and not housing could influence the completion of the selected housing police projects. Their responses are shown in the Table 4.11.

Table 4.11 Opinion on whether core function is provision of security not construct houses had influence on completion of housing projects

Opinion on statement	Frequency	Percentage
Strongly Agree	10	15.4
Agree	10	15.4
Neutral	0	0
Disagree	15	23.0
Strongly Disagree	30	46.2
TOTAL		

From Table 4.11, 15.40% strongly agreed and 15.40% agreed that housing is not a core function in the police department and therefore it influence the completion of selected Kenya Police Service Department negatively since it's very possible to divert project funds to security operations in case of emergencies. In addition there is always shortage of funds due to inadequate budgetary allocation.

The respondents who disagreed were 23% while those who strongly disagree were 46.2%. These two categories cited that other government departments whose core function is not carrying out construction projects usually manage to complete their projects and hence if the Kenya Police Service Department gave priority to completion of the housing projects, then the issue of it not being a core function should not be a main influencing factor. The Ministry of Public works also does have other construction projects to supervise and provide technical assistance. The ministry also lacks adequate personnel for effective supervision of implementation of construction projects of police houses in Central region.

4.10 Challenges of Project Implementation Stakeholders Encountered in their Roles

In this section the project implementation stakeholders were asked the challenges they encountered in their various roles in ensuring completion of selected Kenya Police Service Housing Projects. The stakeholders indicated diverse challenges that included not knowing the amount of money to be allocated to each project each quarter, half yearly or yearly and hence poor planning in project implementation which increased project costs due to extended contract period, increased interest rate in repayment of bank loans and fears of being declared bankrupt in case of default in payment.

Frequent change of office bearers in police department as well as other key stakeholders responsible for Kenya Police Housing projects also affected continuity of implementation. The police department should also not be starting new projects when on-going projects do not have adequate funds was a feeling of majority of respondents.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This Chapter presents the summary of the findings, conclusions drawn from the findings and recommendations made in line with the research questions and objectives. The conclusions and recommendations drawn were focused on addressing the purpose of the study which was to investigate on the factors influencing the completion of selected Kenya Police Service Housing projects in Central Region.

5.2 Summary of findings

This study established that, all the project implementation stakeholders interviewed were males. This implies that, males are more interested or involved in construction project implementation activities than females. In terms of age, largest population of the respondents 53.8% was aged between 50 years to 59 years meaning, the stakeholders are mature and in experienced age group. In addition, all the stakeholders in project implementation had at least certificate level of education and therefore understood all issues of project implementation discussed during the interview.

The study established that, none of the project had been completed. Othaya and Kangema had a completion rate of 80% while Kikuyu and Thika had a completion rate of 95% and Karatina had a completion rate of 20%. This depicted that, there were problems that resulted to non-completion of these projects. The first objective sought to determine whether there was delay in funding release within the selected Kenya Police Service Housing projects and the results showed that 100% of the project implementation stakeholders indicated that there was delay in funding release. In terms of prevalence of the delay of funding, 76.9% felt the delay was very high and 23.1% indicated it was high. This therefore indicated that delay in funding could be a major cause of non-completion or delay in completion of Kenya Police Service Housing projects in Central Region.

Majority of respondents felt that, delays in release caused delays in payments, affects work programmes, causes requests for extension of contract period, leads to extended costs of preliminary items budgeted. Delayed payments affect other payments to banks, suppliers and project workers. Police hierarchy and bureaucracy between Office of the President, Internal Security (mother ministry) and in police department influence release of funds negatively. Respondents felt that, reduction in the number of projects being implemented at the same time could increase completion rates.

The Second objective sought to assess whether the contractors had capacity to complete the selected Kenya Police Service Housing. All of the project implementation stakeholders indicated that, the contractors had capacity to complete the works provided they got timely payments upon application. This is because all contractors involved in the construction of the selected Kenya Police Service Housing projects were competitively sourced through open tendering, were properly registered and had completed similar works previously.

The third objective sought to establish whether there was an adequate monitoring and evaluation process on the implementation of the selected Kenya Police Housing projects. The respondents indicated that since monthly site meetings are held for each of the selected housing projects, there progress of the work was reviewed by all parties in the contracts. The results indicated that all respondent agreed that monitoring was adequate with 53.9% strongly agreed that there was adequate monitoring and evaluation; while 46.1% agreed there was adequate monitoring and evaluation. Thus there was general agreement from the project implementation stakeholders that monitoring and evaluation process did not influence the completion of selected Kenya Police Housing projects.

The fourth objective looked at the influence of client project prioritization policy on completion of the selected Kenya Police Service Housing projects in Central Region and the findings showed that 84.6% of the respondents were not satisfied with the client prioritization policy of the Kenya Police Service. They were concerned that the department could commence construction of new housing projects when the on-going ones had problems with funding. The

15.4% who indicated that they were satisfied observed that the Kenya Police Service could be having good project prioritization policy for their housing projects but felt co-ordination and communication problems with their mother Ministry, the office of the President could be the reason why the Kenya Police Service appear not to have the right priority on the housing projects since funding is normally from the office of the President. The respondents also felt the funds allocated to the Kenya Police Housing projects, should not be returned to treasury if any remains after the closure of the financial year but should be banked in a project account, so that the funds are availed immediately an application for payments is made. The respondents observed that in some cases when funds are returned you are forced to wait for even six months into the following financial year before the funds are re-allocated or voted and thus no payment can be made up to then.

The project implementation stakeholders were asked the challenges they encountered in their various roles in ensuring completion of selected Kenya Police Service Housing Projects. The stakeholders indicated challenges that included not knowing the amount of money to be allocated to each project each quarter, half yearly or yearly and hence poor planning in project implementation which increased project costs due to extended contract period, increased interest rate in repayment of bank loans and fears of being declared bankrupt in case of default in payment.

Frequent change of office bearers in police department as well as other key stakeholders responsible for Kenya Police Housing projects also affected continuity of implementation. The police department should also not be starting new projects when on-going projects do not have adequate funds was a feeling of majority of respondents.

5.3 Discussions

The study established that, none of the projects has been completed. This depicted that, there were problems that resulted to non-completion of these projects. This finding concurs with Idoko (2008), Jekale (2004) and Andersen (2008) who found out that majority of infrastructure projects in developing countries do not complete on time, on budget and on the required quality.

The first research question looked into whether there was any relationship between funding release timing and the completion of the selected Kenya Police Housing projects in Central Region. The results showed that 100% of the project implementation stakeholders indicated that there was delay in funding release. This therefore indicated that delay in funding could be a major cause of non-completion or delay in completion of Kenya Police Service Housing projects in Central Region. Majority of respondents felt that, delays in release caused delays in payments, affects work programmes, causes requests for extension of contract period, leads to extended costs of preliminary items budgeted. Delayed payments affect other payments to banks, suppliers and project workers. Police hierarchy and bureaucracy between Office of the President, Internal Security (mother ministry) and in police department influence release of funds negatively. Respondents felt that, reduction in the number of projects being implemented at the same time could increase completion rates. These findings concur with Kikwasi (2012) that, the delays and disruptions can originate from the client, the consultants or the contractor. Delays from the client are especially when the client cannot pay for work done. These delays and disruptions leads to time and cost overrun; negative social impact; idling resources; disputes all of which might put the project at great risk that has an effect on their completion and therefore there is need for adequate construction budgeting and timely issuing of funds among other recommendations.

The second research question looked at whether the contractor's capacity influenced the completion of the selected Kenya Police Housing projects in Central Region. It was noted that the method of sourcing for the contractors was competitive open tendering whereby only registered contractors in the relevant specialization such as general building, electrical and plumbing and who had done similar works previously were considered for the construction.

Further they indicated all projects started well and problems of delays commenced with delay in payments. This depends on whether the contractor will get credit from financial institutions and at what cost, whether material credit from suppliers is available and at what cost. The results indicated 100% the respondents agreed that the contractors had the capacity to complete the Kenya Police Service Housing projects. Therefore contractor's capacity did not have a big influence on the completion of the selected Kenya Police Housing projects. This relates to the

findings by Daniel, Adrian & Skirtmore (2001) that, the contractor's capacity or competence in performance will also be influenced by financial issues relating to how much the contractor can work without asking for a payment from the client. In connection, a study by Xiao & Proverbs (2003), Saleh (2008) and Adnam, Mohamed & Saleh (2009) established that contractor's performance on a project is also influenced by the collaboration between the client and contractor especially in facilitating regular payments in order to overcome delays and disputes.

The third research questions looked into whether there was no adequate monitoring and evaluation process that could have influenced the completion of Kenya Police Service Housing projects.

The study found out that majority of the project implementation stakeholders agreed that there was adequate monitoring and evaluation process in the implementation of the housing projects through monthly site meetings. Consequently it can be concluded that monitoring and evaluation did not influence the completion of the selected Kenya Police Service Housing projects. This contrasts the findings of Yumi & Beaudry (2007) that monitoring and evaluation determines whether project objectives will be met as work progresses, ensures maintenance of control over the schedules, evaluates the expenditure of funds in terms of both work accomplished and time and the revision of budget as required to reflect changes in work definition. It involves evaluation of work force adequacy and utilization as the work progresses and evaluates time, cost and work performance in terms of schedules, budgets and technical plans. The findings of this study reveal that monitoring and evaluations does not necessarily lead to successful project completion.

The fourth research question looked at whether client project prioritization policy influenced completion of selected Kenya Police Service Housing projects in Central Region. The study investigated the level of satisfaction with the client project prioritization policy and the results indicated that majority of the respondents were not satisfied and that only 15.4% satisfied. This means client prioritization policy influenced the completion of the selected Kenya Police Service Housing projects. This findings concurs with those of Scottish Capital Investment Manual

(2011) which found out that, clear policy and strategic priorities are key ingredients of project success.

5.4 Conclusions

The study found out none of the project had been completed. Othaya and Kangema had a completion rate of 80%, while Kikuyu and Thika had a completion rate of 95% and Karatina had a completion rate of 20%. This depicts there are problems that results to non-completion of these projects. There was delay in funding release and timing for Kenya Police Housing Projects in Central Region, which is the major cause of non-completion or delay in completion of Kenya Police Service Housing projects in Central Region. Delays in release of project funds caused delays in payments, affects work programmes, causes requests for extension of contract period, leads to extended costs of preliminary items budgeted. Delayed payments were caused by bureaucracy between Office of the President, Internal Security (mother ministry) and hierarchy issues in police department influence release of funds negatively.

Project contractors had capacity to complete the works provided they got timely payments upon application. This is because all contractors involved in the construction of the selected Kenya Police Service Housing projects were competitively sourced through open tendering, were properly registered and had completed similar works previously.

There was adequate monitoring and evaluation process for the selected Kenya Police Service Housing projects. Adequate monitoring and evaluation took place by the holding of regular site meetings as an element of monitoring and evaluation.

The study also concludes that the Kenya Police Service does not prioritize housing projects. Kenya Police move to start new housing projects which are not properly funded while the on-going projects are not complete and also not fully funded. There was poor co-ordination and communication between the office of the President, ministry of finance and the Police Department as main problem influencing completion of the selected Kenya Policing Housing Projects.

5.5 Recommendations

1. Reduction in the number of capital intensive projects being implemented at the same time could increase completion rates by increasing funding to the projects.
2. Proper channels of communication and coordination within Kenyan Government are key in ensuring timely release of funds to construction projects.
3. Kenya polices Service should prioritize housing construction projects to facilitate their completion.

5.6 Areas of Further Research

From the findings of this study, the following areas are recommended for further study:

1. Influence of police hierarchy on release of project funds.
2. Influence of bureaucracy between office of President (Internal Security), and police Influence department of bureaucracy between office of President (Internal Security), and police department on release of project funds.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

TO WHOM IT MAY CONCERN

3RD MARCH 2014

SUBJECT : INTRODUCTION LETTER

JULIUS K.RINGERA - REG. NO. L50/66224/2013

This is to confirm that the above named is a bone fide student of University of Nairobi pursuing a **Master of Arts Degree in Project Planning and Management-** in the **school of Continuing and Distance Education – Department of Extra Mural Studies.**

His topic is ‘’ **Factors influencing completion of selected Kenya Police Service Housing Projects in Kenya**’.

Any assistance accorded to him will be highly appreciated.

Dr. L.Otieno. Omutoko

RESIDENT LECTURER

NYERI & MT.KENYA REGION

APPENDIX II: INTERVIEW GUIDE FOR STAKEHOLDERS IN PROJECT IMPLEMENTATION

SECTION A: Respondent profile

1. Gender

Male ()

Female ()

2. Kindly let me know your age in years

18- 29 ()

30- 39 ()

40- 49 ()

50- 59 ()

60 and above ()

3. Kindly let me know your highest educational level.

Adult Education ()

Primary ()

Secondary ()

Certificate ()

Diploma and above ()

4. What role does your organization play in the implementation of the housing project?

Client ()

Procurement ()

Consultant ()

Contractor ()

Sub contractor ()

Other

(specify).....

SECTION B: Influence of funding release on project completion.

5. In your opinion did funding release influence the completion of the housing project? Yes/ No/ I don't know (Please tick)

Please explain your answer in above

.....
.....

6. Specify the role/any support that your organization is expected to play in ensuring funding release does not disrupt project implementation and completion

.....
.....

7. What challenge do you you/did you encounter in this role?

.....
.....

8. Do you think the Kenya Police Service Department is able to solve the problem of funding release in the police housing projects? Yes/ No / I don't know (please tick)

Please explain your answer.....

.....
.....

9.How does the police department communicate with your organization on the issue of funding release and at what point does your organization get involved?.....

.....
.....

SECTION C. Influence of contractor's capacity on project completion.

10. In your opinion is/was the contractor for the housing project committed in completing the project? Yes/No

Please explain.....

.....
.....

11.In your opinion does/ did the contractor posses adequate expertise to complete the project? Yes/No (Please tick)

Please explain.....

.....
.....

12. In your opinion does/did the contractor possess the track record to complete the project?
Yes/No (Please tick)

Please explain.....
.....
.....

13. In your opinion does/did the contractor possess the financial ability to complete the project?
Yes/ No (please tick)

Please
explain.....
.....
.....

SECTION D: Monitoring and Evaluation on project completion.

14. Do/did you as an individual/organization participate in the project site meetings? Yes/No
(Please tick)

15. In your opinion, do you think the site meetings had an influence (positively or negatively) in
the completion of the housing project? Yes/No (Please tick)

Explain your answer.....
.....
.....

16. Do you think the site meetings should be enhanced? Yes/No (Tick)

Explain your answer.....
.....
.....

SECTION E: Influence of Kenya Police housing project prioritization policy on project completion

17. In your opinion could the fact that the core function of the police is to provide security and not housing have influenced the completion of the housing project? Yes/No/ I don't know (Please tick)

Please explain
.....
.....
.....

18. Are you aware of any other police housing project which is not complete? Yes/ No/ I don't know (please tick)

If yes please state where and also state in your opinion the reasons for it not having been completed.

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

APPENDIX III: OBSERVATION SHEET

PROJECT

NAME.....

-3-

MINISTRY OF WORKS & HOUSING TYPE FLATS(WITH PLUMBING).

DESCRIPTION	PERCENTAGE	CUMULATIVE PERCENT
Setting out etc	1 ✓	-
Excavations & earthworks	2 ✓	3
Conc. fdns	5 ✓	8
Walls to D.P.C	3 x	11
H/C fill	1 ✓	12
Ground floor slabs	2 ✓	14
Walling	13 x	27
R. C. superstructure	20 ✓	47
Staircases	3 ✓	50
Balustrades etc	2 ✓	52
Dr frames & windows	8 ✓	60
Internal plumbing & drainage(without fittings)	5 ✓	65
Sanitary fittings	4 ✓	69
Fixtures to bedrooms, kitchen & store	4 ✓	73
Roof finishes including screeding & felting	6 ✓	79
Wall finishes	3 ✓	82
Floor finishes(including to staircase)	5 ✓	87
Ceiling finishes	2 ✓	89
Doors complete	4 ✓	93
Glazing	2 ✓	95
Painting & decorating	5 ✓	100