FACTORS INFLUENCING TIMELY COMPLETION OF COMMUNITY INITIATED TEA BUYING CENTRES CONSTRUCTION PROJECTS IN KISII COUNTY, KENYA

BY

MOENGA JARED MAKORI

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF ARTS IN PROJECT PLANNING AND MANAGEMENT;

UNIVERSITY OF NAIROBI

2015

DECLARATION

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

Signed..... Date.....

Jared Moenga Makori

L50/ 70737/ 2013

This Research Project has been submitted for examination with my approval as the university supervisor.

Signed..... Date.....

Rogito Ogiki

Part-time Lecturer, University of Nairobi

DEDICATION

To my family for their wish towards having this assignment accomplished.

ACKNOWLEDGEMENT

First and foremost I wish to take this opportunity to thank all the lecturers of University Of Nairobi for their professional support either directly or indirectly in making the undertaking of this research work a success. My sincere gratitude goes to my supervisor Mr. Rogito Ogiki, for his dedicated supervision. Thanks for your time, patience and your coaching all the way through. I also wish to thank the centre coordinator Kisii campus, Mr. Joseph Awino, and other centre lecturers, Dr S. Mwanda, Mr. Mengo Onsembe, Mr. Ombuki Ogari, and Mr. Onuongôa Odhiambo for their time during consultations, their efficiency and dedication. Finally I want to thank the University of Nairobi ï Kisii Campus and all staff of Extra Mural department and School of Continuing and Distance Education for giving me the opportunity to pursue the Masterôs program. I am also indebted to the respondents from Kisii County affiliated KTDA tea farmers, factories board, management and staff. They availed their time and provided the required data that made this study a success. I would also like to gratefully acknowledge the participation of my colleagues Class of 2013 for all the consultative forums we shared together during the entire period of our course. To my relatives and friends who stood by my side both morally and financially even when I was not available due to my tight study schedule, I say thank you and God bless you.

ABSTRACT

The aim of this study was to investigate the factors influencing the timely completion of community initiated tea buying centers construction projects in Kisii County. The success of any project is highly dependent on its completion time from start to delivery of results as this has a direct bearing on management decisions such as budgets, targets and standards. This study was guided by the following objectives: To ascertain the influence of community participation on the timely completion community initiated tea buying center construction projects in Kisii County; To assess how availability of funds affects the timely completion community initiated tea buying center construction projects in Kisii County; To establish the extent to which technical competence of the project manager impacts on the timely completion of community initiated tea buying center construction projects in Kisii County; and To assess the influence of regular supervision on the timely completion of community initiated tea buying center construction projects in Kisii County. This study adopted a descriptive survey. The target population for this study comprised of all the 76221 tea farmers from the 4 KTDA tea factories in Kisii County totaling 76221, the 219 employees and the 28 respective members of the factory boards. Stratified and Purposive random sampling techniques were used to arrive at the sample size of 132, in order to gather data required in this research. 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. 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 community participation, availability of funds, project managerôs technical competence and routine supervision affected the timely completion of community initiated tea buying centers construction projects. The study therefore concluded that there is a great influence of community participation for the timely completion of CIPs. The study also established that the participation was weak in that as much as the community was involved in the efforts to increase resources, it they had little control over the said resources and how they were utilized. The study also concluded that the availability of funds influenced the timely completion of construction projects. It is also concluded from the study that there is a relationship between staff competency and timely completion of construction projects. Finally, the study also concluded that routine supervision 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. Major recommendations were that; community participation be boosted and utilized from project scope identification and planning; that project managerôs be equipped with relevant skills to better carry out their work, that planning for monitoring and evaluation be done at the project planning phase and finances be put aside for the same. Areas for further research work included a study on; establish other factors affecting timely completion of construction of community initiated tea buying centres and the generality to which that may apply to other community initiated construction projects given their roles as vehicles for poverty reduction and eventual eradication.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

LIST OF ABBREVIATIONS AND ACRONYMS

CBOs:	Community Based Organizations
CIPs:	Community Initiated Projects
FAO:	Food and Agricultural Organisation
IFC:	International Finance Corporation
LAPSET:	Lamu Port Southern Sudan Ethiopia Terminal
KTDA:	Kenya Tea Development Agency
MDG:	Millennium Development Goals
M&E:	Monitoring and Evaluation
NGO:	Non-Governmental Organisation.
PSC:	Project Steering Committee
SGR:	Standard Gauge Railway
TBCs:	Tea Buying Centers
TOC :	Theory of Constraints
UNDP:	United Nations Development Programme
UNESCO:	United Nations Social and Cultural Organisation
USAID:	United States Agency for International Development

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Since time immemorial human civilizations have used various types of projects to deliver change or benefit to societies (Odoyo, 2013). These include the projects such as Voyages of Discovery of Henry the Navigator, the Great Pyramids of Egypt, the ancient Roman roads, the Grand Canal of China, the Dykes of Holland and the Atomic bomb among others. Since 1950s the development agenda has been characterized by projects and programs aimed at improving the quality of life of beneficiary communities, be it in physical or qualitative terms (Chikati, 2009). The completion of projects in a timely manner is often a critical factor and measure of project success. In recent years, there has been an increasing interest in the use of projects as building blocks in the strategic management of organizations (Weiss & Potts, 2012). The success of any project is highly dependent on its completion time from start to delivery of results. This has a direct bearing on management decisions such as budgets, targets and standards (Seddon, 2008).

Many studies have been conducted to identify the causes of delay in construction projects. In a survey of the West Bank in Palestine, Mahamid (2011) indicated that the most severe factors affecting time delay in road construction projects from the ownersô perspective are: poor communication between construction parties, poor resource management, delays in commencement, insufficient inspectors, and rework. Similarly, Al-Najjar (2008) concluded that the most important factors causing time overruns in building construction projects in the Gaza Strip as perceived by contractors were: strikes,

Israeli attacks and border closures, lack of materials in the markets, shortage of construction materials at site, delays of material deliveries to site, cash shortages during construction, poor site management, poor economic conditions (currency, inflation rate, etc), shortage of equipment and tools on site, and owner delay in freeing the contractors payments for completed work.

Examining the factors that cause delay in construction projects in Malaysia, Alghbari et al. (2007) tested 31 variables. The main finding of the study was that financial factors are the most common cause of delays in construction projects in Malaysia. Coordination problems are considered the second most important factor causing delays, followed by materials problems. Also in Malaysia, Sambasivan and Soon (2007) concluded that the ten most important causes of delays the construction industry were: contractorôs improper planning, contractorôs poor site management, inadequate contractor experience, inadequate clientôs finance and payments for completed work, problems with subcontractors, shortage in material, labor shortages, equipment availability and failure, lack of communication between parties, and mistakes during the construction stage. Faridi and El-Sayegh (2006) reported that shortage of skills of manpower, poor supervision and poor site management, unsuitable leadership; shortage and breakdown of equipment among others contribute to construction delays in the United Arab Emirates.

In Africa, the challenge of timely project delivery can take multiple dimensions depending on the projectôs environment. In Ghana, Frimpong *et al.,* (2003) identified five factors as the major causes of delays to projects. These include monthly payment

difficulties to contractors, poor contract management, material procurement difficulties, poor technical performance and material price escalations. Poor professional management, fluctuation of prices, rising cost of materials and poor site management have also been identified as factors causing a delay in project completion time. Hanson et al. (2003) examined causes of client dissatisfaction in the South African building industry and found that conflict, poor workmanship and incompetence of contractors to be among the factors which would negatively impact on project performance. Mbachu and Nkando (2007) established that quality and attitude to service is one of the key factors constraining successful project delivery in South Africa. The performance of contractors in Zambia is apparently below expectation; it is not uncommon to learn of local projects that have not been completed or significantly delayed. This poor performance of many local contractors has huge implications in terms of their competitiveness (Zulu and Chileshe 2008).

Kenya like the other developing countries has had its fair share of delayed projects. Examples of such are the road construction projects financed by the World Bank that were not completed on time. The delays negatively impacted on both the social and economic benefits that would have accrued if the projects were completed on time (Ngesa, 2012). The Rural Access Road project delayed for 3.5 years. The objective of this project was to develop farm to market center access. The aim was to increase the growth rate of agriculture production in the affected districts, which would in turn improve the livelihoods of the people, provide access to critical facilities like health and education centers. According to the Project Completion Report, other than the delayed

completion, only 56 percent of the construction target was achieved. This therefore means, the districts were deprived of the expected benefits that they would have enjoyed had the project been completed according to schedule.

According to Faridi et al. (2006), delay is considered one of the most frequent problems in the construction industry and these delays have an adverse impact on project completion in terms of time, cost, quality and safety. Factors contributing to these delays have be identified as inadequate readiness for implementation causing delays in procurement of contractors, loan conditions affecting late release of funds, poor performance of contractors, low capacity of the implementing agencies, poor supervision of works and contract management in responding quickly in resolving contractual issues when they arise. Delays of donor-funded projects are rampant especially due to endemic corruption and poor reporting structures among the public sector (DFID, 2013).

Delay would lead to incapability of achieving the schedule objectives of a project, and late completion and delivery tend to result in cost overruns, client dissatisfaction, and other consequent problems. Assurance of project schedule has been considered as an important indicator of project success, and factors associated with project schedule have been recognized to be critical to project success (Ling, Low, Wang, & Lim, 2009). In order to forestall the challenge of timely project delivery, Samuel (2008) recommends that project time management be a key priority for contractors and that the appointment of a registered project manager for each contract should be a mandatory condition of tender. According to Frimpong *et al.,* (2003) major delay occur during project

implementation phase, hence factors such as monthly payment difficulties, poor contractor management, material procurement, poor technical performances and escalation of material prices contributed during construction of groundwater projects in developing countries. Once the delay factors are identified, the opportunities for improving project performance can be examined.

Kisii County is largely an agricultural County endowed with good soils and favorable climatic conditions. However, due to poor farming methods, increased sub-division of land into uneconomic parcels and poor access to quality inputs, the County has remained food insecure with a food insecurity index of 60 percent. The poverty levels are still high with 51 percent of the population living below the poverty line. This makes it difficult for the region to achieve MDG One, Eradicating Extreme Poverty and Hunger. Kenya Open Data survey report (2010) indicates that thereôs 54% of unemployment and 54.2% of poverty in Kisii County as at 2006. The Kisii county plan indicates that community based organizations are expected to contribute more than 3% to the development of the county by providing the services in education, agriculture and health.

Small-scale tea farmers have 10-year agreements with specific tea factories (IFC 2014). Their farms are typically less than one-half acre, but some are up to 3.5 acres. Farmers deliver tea to 3,200 buying centers managed by elected farmer-based committees across tea growing regions (IFC 2014). Tea is weighed, graded, and valued at these centersï any green leaf that doesnôt meet quality standards is rejected. Tea is then transported by factory-owned trucks to KTDA factories for processing, packaging, and distribution. A

mobile technology system transmits real-time data on farmersô deliveries from centers to factories, facilitating payments and records management. Around 75% of farmers receive payments electronically or via checks. Every month farmers receive an upfront paymentð on a per kg basisð for a portion of the estimated value of their tea deliveries. The balance is paid in two installments after factories sell tea and deduct costs and loan repayments. For example, KTDA purchases fertilizers for farmers who pay for the cost over 12 months through deductions from payments from the tea factories. Farmers also get an annual bonus from the profits made by the tea factory of which they are a shareholder. KTDA has a clear dividend payout policy: 30% of profits must be made to its small farmer shareholders (IFC, 2014). Weekly reports on the prices that KTDA factories achieve at the Mombasa auction are shared with farmers. Access to price information as well as farmersô shareholding in tea companies are strong incentives for performance and maintaining a market orientation.

The elected farmer-based committees managing buying centers make decisions on undertaking many projects and collect an agreed sum of money from the farmers to finance these projects which include, building a tea buying center, renovating the existing one, adding more facilities among others. World over, projects have always been undertaken at various times and of different magnitudes depending on the need at a given point in time. In terms of time, projects can vary diversely in time to completion from the relatively quick projects like establishment of a pond for village use to projects that take a lot of time like construction of a super highway connecting countries. In terms of cost too, projects can range from those that involve costs that are little to the projects that

commit a lot of resources. This study identified the gap in literature in terms of challenges to the timely completion of community initiated projects, and endeavored to fill it by looking at the case of tea buying centers in Kisii County, Kenya

1.2 Statement of the Problem

The development agenda has been characterized by projects and programs aimed at improving the quality of life of beneficiary communities, be it in physical or qualitative terms, since the 1950s (Chikati, 2009). Projects of antiquity have left their mark on society and contributed to positive changes that benefit society in general and improved living conditions for many people (Cleland and Ireland, 2007). Historically, many projects have failed to achieve their intended goals (Bishop, 2001). This has been either due to prolonged delay and hence completion far too late than intended or by total stagnation and eventual collapse. Projects are often initiated in the context of a turbulent, unpredictable and dynamic environment (Jeffrey and Dennis, 1987). Many projects, therefore, are usually bedeviled by challenges, constraints and risks as they are extended through completion. Consequently, despite the significant input of human and financial resources, many fall short of expectation. Many failed to meet the priority needs of target beneficiaries, costs escalated, stated outputs were not achieved or if achieved were not sustained, implementation dates slipped by or adverse outcomes were not anticipated. Projects are influenced by a multiple of factors which can be external or internal to the organization responsible for its management and execution. These include poor project management, inadequate opportunities for potential beneficiaries to participate in project identification and design, poor linkages between project activities and project purpose,

insufficient attention to external environment during project design, among others. It has also been recognized that projects were likely to succeed when account was taken of socio-economic context in which they operated (Batten, 1957). Republic of Kenya in Sessional paper no 3 (2004) on rural housing projects cited limited access to finances as a limiting factor in the projects with a few lending institutions not being reached by some communities and also the challenge of three tier market. The latter lack of access to finances and other factors touching on challenges of financing projects and especially community initiated projects could be some of the elements that can overally delay completion of these projects. The completion of projects in a timely manner is often a critical factor and measure of project success. In recent years, there has been an increasing interest in the use of projects as building blocks in the strategic management of organizations (Weiss & Potts, 2012). The success of any project is highly dependent on its completion time from start to delivery of results. This has a direct bearing on management decisions such as budgets, targets and standards (Seddon, 2008). A detailed study is therefore critical to find out the challenges to timely completion of these projects in order to seek solutions to the same. While it is appreciated that projects are key to economic growth and development of any nation or regional blocs, their timely completion is crucial to achieve full benefit of the same as intended ensure that initiators of such projects and particularly communities initiating their own projects exploit their full potential and enhance basic infrastructural access in the country. This study therefore sought to provide more insight into the factors affecting timely completion of community initiated projects in Kenya with a particular focus on tea buying centres in Kisii County.

1.3 Purpose of the Study

The purpose of the study was to investigate factors influencing timely completion of community initiated tea buying center construction projects in Kisii County, Kenya.

1.4 Objectives of the study

The study was guided by the following objectives:

i. To assess how community participation influences timely completion of community initiated tea buying center construction projects in Kisii County;

ii. To assess how availability of funds influences timely completion of community initiated tea buying center construction projects in Kisii County;

iii. To find out the extent to which technical competence of the project manager impacts on timely completion of community initiated tea buying center construction projects in Kisii County;

iv. To evaluate how regular supervision influences timely completion of community initiated tea buying center construction projects in Kisii County.

1.5 Research questions

The following are the research questions that were drawn from the objectives were applied to guide this study:

i. How does community participation influence the timely completion of community initiated tea buying center construction projects in Kisii County?

ii. In which way does availability of funds influence the timely completion of community initiated tea buying center construction projects in Kisii County?

iii. To what extent does the technical competence of the project manager impact the timely completion of community initiated tea buying center construction projects in Kisii County?

iv. What is the influence of regular supervision on timely completion of community initiated tea buying center construction projects in Kisii County?

1.6 Significance of the study

This study was intended to come up with information on factors affecting the timely completion of construction of tea buying centres in Kisii County. The findings of this study were therefore intended to provide the necessary information to the Government of Kenya, at both National and County levels, various development agencies and individual communities for purposes of anticipating these challenges and finding solutions or ways out on the same.

The findings of this study are also believed to enhance on the existing information and enable further researchers in their various studies. This is further enhanced by the fact that as much as projects have been around for as long as mankind has existed, there has not been established lasting and adequate facts on this matter and to date there are situations whereby projects are initiated but do not get to completion within the time frame anticipated or projected and thus their benefit to the target group is affected to the extent of the delay.

1.7 Limitations of the Study

The study was confined to Kisii County only out of the 47 counties in Kenya. The research is likely to have been faced by challenges of limited time and funds. The study may also likely to have been faced by confidentiality challenges within the interview sessions but the researcher including assistants employed endeavored to guarantee confidentiality of information. It is hoped that the participants provided relevant and truthful data upon which generalization and conclusions out of this study were made.

1.8 Delimitations of the study

The study was conducted in Kisii County which county is agriculturally potential with adequate amount of rainfall for both food and cash crop production. Kisii County has tea as its major cash crop with four tea factories and a significant number of tea buying centres to support tea collection and delivery which formed a basis for this study. The researcher being also conversant with the county, understanding of local language and landscape assisted ease in data collection.

1.9 Basic 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 community initiated tea buying center 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

Availability of Funds: Access to monetary resources to cater for the project needs.

Community Participation: an active engagement of individuals and groups to change problematic conditions and to influence policies and programmes that affect the quality of their lives or the lives of others

Project Supervision: Controlling, monitoring and evaluation of all aspects of the project

Tea Buying Centers Construction Projects: These are collection areas where the green leaf is received from the farmers, is weighed, graded, and valuedï any green leaf that doesnôt meet quality standards is rejected.

Technical competence: The ability of a project manager to have a significant impact on overall project success as well as being critical to other project elements, such as the success of the project team, including team memberôs motivation and creativity

Timely Completion: This is where projects are completed during the time scheduled, within the allocated budget, scope and quality. Also when evaluated the intended goal is achieved.

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 of results. Chapter five contains detailed discussions, conclusions and recommendations. It entailed summary of the findings and discussion of key findings on community participation, availability of funds, competence of project managers and regular supervision and their influence on timely completion of community initiated tea buying centers 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 was 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 literature review.

2.2 Theoretical Framework

This study was guided by stakeholder theory (Freeman (1984), Resource dependence theory (Pfeiffer 1981) and institutional theory (Mintzberg et al. 1998; Mintzberg and Lampel 1999). The stakeholder theory 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 an understanding of individual stakeholder relationships. Freemanôs definition of stakeholder as any group or individual who can affect or who is affected by the achievement of the firmôs 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 firmôs behaviour. To these elements, Waddock (2002) adds a tie or tether that creates a bond of some sort. The stakeholders 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 Campbell 1997).

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 DiMaggio 1991).

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 organisationôs 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 Community Participation and Timely Project Completion.

Macfarlane (1993) defines community participation as collective efforts to increase and exercise control over resources on the part of groups and movements of those hitherto excluded from control. Thus, community participation is a process through which

stakeholderôs influence and share control over rural development initiatives, and the decisions and resources which affects them. In the context of rural development, community participation involves an active process whereby beneficiaries influence the direction and the execution of development projects rather than merely receive a share of project benefit. Community participation is therefore an active engagement of individuals and groups to change problematic conditions and to influence policies and programmes that affect the quality of their lives or the lives of others (Skinner, 1995). Winstanley (1995) views community participation as a means used by stakeholders to control rural development by contributing to project design, influencing public choices and holding public institutions accountable for the goods and services they provide. It is also seen as the direct engagement of affected populations in governance systems. Participation seen as an operating philosophy that puts affected populations at the heart of humanitarian and development activities as social actors with insights, competencies, energy and ideas of their own.

The concept of community participation is not a new phenomenon as far as rural development is concerned; it has been talked and written about since the 1950s or even before (Burns, 1994, Burton, 2003). In recent years however, there has been a convergence of opinion as to the significance of participation in rural development and there now exists a widely collective set of participatory approaches and methods. Participatory approaches have been widely incorporated into policies of organizations from multilateral agencies like the World Bank and International Monetary Fund (IMF), bilateral agencies, to the smallest people organizations. Indeed, some observers have

argued that, in terms of thinking and practice about rural development, people are currently in the age of participation and it is the paradigm of people (Chambers, 1984, Hart, 1997).

While many authors and rural development agencies argue that authentic peopleôs participation in rural development can increase the efficiency, effectiveness, self-reliance, overage and sustainability of development projects and programmes (Civil Renewal Unit, 2003), there is a wide range of views on the concept of participation and the ways of achieving it. According to Stoker (1997), the dilemma for many rural development agencies is that they need and fear peopleôs participation. They need peopleôs agreements and support, but they also fear that this wider involvement is less controllable, less precise and so likely to slow down planning and implementation process. Ashley and Winstanley (1995) argues that, participation is usually asserted, not demonstrated, as few rural development organizations have time to examine the indicators or follow the process of how participation happens, and what its effects are on participants and in the wider society.

Community development requires the involvement and participation of local residents in identifying the strategies they wish to use to improve their quality of life. Participation is seen as developmental, educative, and integrative and as a means of protecting freedom (Robert, 2004). One of the key assumptions of participation is that local residents will be more supportive of the project, and therefore increase the likelihood of its success, if residents have input in the decision-making process. Also, local residents probably have a

better knowledge about assets and needs of the community. Finally, public participation is considered the centre-piece of the democratic process.

One of the distinguishing characteristic of community development is that it involves the creation of local organizations (CBOs) to help build assets. These organizations offer several advantages for carrying out place-based programs as they have extensive contacts and information about the neighborhood. They are also controlled by local residents (Green and Haines, 2008). Most, if not all, projects go through a life cycle which varies with the size and complexity of the project. The life cycle for medium to large projects will generally follow the pattern set out in BS6079: conception, feasibility, evaluation, authorization, implementation, completion, operation and termination (Albert, 2007).

In identification one project idea out of several is chosen and defined. Feasibility comprises tests for technical, commercial and financial viability, technical studies and investment appraisal plans are made. Evaluation includes application for funds, stating risks, options and TCQ criteria. Authorization comprises of funds approvals, permits, conditions and project strategy. Implementation includes development design, procurement, fabrication, installation and commissioning. Completion includes performance tests, hand-over to client and post project appraisal. Operation includes revenue earning period, production and maintenance. Project termination includes close-down and decommissioning and disposal. Projects go through a life cycle to completion, hopefully on time, within budget, and satisfying the technical performance objective. As they progress to completion they transform project resources to a product, service or

organization process. When completed, the project joins an inventory of capability provided by the organization that owns the project (Cleland and Ireland).

Rural development agencies distinguish different dimensions, spaces, degrees and levels of community participation. The levels of community participation, which positions participation on a seven step ladder are useful in analyzing these degrees (Arnstein, 1969). The first four levels (passive participation; participation on information giving; participation by consultations and participation by material incentives) on the ladder can be interpreted as community participation as means while the last three levels (functional participation; interactive participation and self-mobilization) fall under participation as an end. Burton (2003) suggests that the manipulation which is often central to types one to four implies that they should be seen as types of non-participation (Atkinson and Cope, 1997).

Macfarlane (1993) conceptualizes these levels in terms of weak and strong participation. According to his views, weak participation involves informing and consulting while strong participation means partnership and control. They argue that, in practice agencies managing complex projects find it hard to move from the weak end of the continuum and tend to assume that, intended beneficiaries will be consulted during the project design to take into account their felt needs and aspirations. Skinner (1995) cautions that, information giving and consultation are often presented as participation leading to disillusionment among community interests. Nevertheless, the problem with levels of participation is that they imply coherence, when most rural development organizations

operate simultaneously in a wide range of participatory modes (Civil Renewal Unit, 2003). One level on the continuum is not necessarily better than any other as different levels are appropriate at different times and contexts to meet the expectations and interests of different stakeholders.

Skinner (1995) cites an analysis of a Danish funded rural water and sanitation project in Uganda, where he observes that participation had ranged from nonparticipation and manipulation over information and consultation to some degree of partnership and delegation of power. In another study in Kenya, Arnstein (1969) concluded that, the level of community participation was limited to being informed what had already been decided by other key players which implied passive participation by consultation.

From the discussion above, it is clear that there is a myriad of aspects of participation. This means that great care must be taken when using and interpreting the term. It should always be qualified by reference to the type of participation. In addition, observers seem to agree that the application of participatory approaches further calls for an appreciation of the social dynamics and diversities such as gender, age, social status, ethnicity, disability and power amongst others (MacArthur, 1996).

In Africa Over the past several years, issues of ñparticipationò 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 ñstakeholder participationò and encourage staff to utilize a ñparticipatory approachò in their day-to-day operations. For example, the Bankôs Vision statement (1999) emphasizes the importance of ña bottom-up, participatory approachò and a ñclient-responsive approach to ensure stakeholder commitment and ownershipò. The Bank document entitled operationalizing the Vision calls for a shift to an approach where ñall stakeholders, including targeted beneficiaries of civil society, the donor community and borrower countries are involved from the outset of program design through to implementationò. Multiple references are made to ñstakeholder participationò and ñparticipatory approachesò throughout the Bankôs 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 actionsð in both its policy and project based interventions.

2.4 Availability of Funds and Timely Project Completion.

Although project delivery process does not have a stage called funding, budgetary constraints affect each stage of the process (Sullivan & Mayer, 2010). The Right of Way to a project is not identified by a project that only fulfills the environmental process, only for the policy makers to disagree with the chosen source of funding. Mansfield et al (1994) reviewed the correlation between cost overruns and project delays and realized that a good agreement exists between the two factors.

Budget limitation is consistently one of the greatest constraints to timely implementation of TBC 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 TBC 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 TBC construction projects requires that an organization invest valuable resources, including money and peoplesô 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 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 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.

Private investment by large entrepreneurs in local projects has also become significant as noted. It also shows in a clear and meaningful way that African capital should be part of the solution to African challenges. õWe need more of Africaôs companies to step up and get involved in Africaôs developmentö (*Today in Business*, The Standard, 4th July 2013). Most donors attach various restrictions to their funding including, among others, sound

financial management systems in place, good leadership with integrity, educated staff with experience and the strategic plans of the organization. Organizations lacking these ingredients have difficulties attracting donor funding. Some donors will first assess the capacity of the organizationôs systems and structures to handle funds before funding can be approved. They also consider if the potential recipient has experience and knowledge to meet deliverables (Ali, 2012).

Many donors give their support for the satisfaction of making a difference and so implementers should describe the return on their investment in quantifiable terms, clearly specifying who will benefit from their generosity and how(Rotary International). Cultivating a close relationship with donors can lead to increased project funding for a prolonged duration of time. Donors need to be provided with regular reports on the use of donated funds. They appreciate knowing how donations are being used, and itôs in the projectôs best interest to be as transparent and accountable as possible with project funds. Also, donors should be kept informed of the projectôs progress, and be invited to participate in project events and celebrations (Rotary International). Donated goods and funds can make a tremendous impact on a community project. But it should be remembered that projects should be needs-driven and not supply-driven. ñWhen your organization identifies the need for specific donated goods, reach out to the local community first. Purchasing goods locally may be less expensive than having them shipped but it helps support the local economy. If you decide to accept goods from an international partner, be sure that all parties understand, and are prepared to meet, the relevant customs regulations, procedural requirements, and shipping costsò (Rotary

International). Thus most donors impose stringent rules and regulations for procurement of goods, works and services.

Neale and Neale (1989) illustrated the relationship between project cost and planning input in the timely completion of construction projects. Essentially, the availability of funds targeted at a particular project activity is a measure of project success, especially for activities in the critical chain. In a study to determine how District hospitals in Ghana cope with the untimely release of funds, Asante *et al.,* (2006) noted that this created serious cash flow problems for the district health managers that disrupted the implementation of health activities and demoralized the district health staff. However, based on their prior knowledge of when funds were likely to be released, district health managers adopt a range of informal mechanisms to cope with the situation. These mechanisms include obtaining supplies on credit, borrowing cash internally, pre-purchasing materials, and conserving part of the fourth quarter donor-pooled funds for the first quarter of the next year. Although these informal mechanisms have kept the district health system in Ghana running in the face of persistent delays in funding, some of them are open to abuse and could be a potential source of corruption in the health system. The untimely release of funds, particularly during the first phase of the project, is a significant barrier to effective project delivery especially where new project staff must be recruited and pre-requisite field supplies purchased to kick-off project activities. The need for timely releases of funds has also been stressed (Foster, 2000).

Odhiambo, (2007) while referring to Feuerstein, (1986) explained that locally managed and controlled funds have great potential to bring about positive development outcome at the local level especially if community participation is sufficiently enhanced and political interference reduced. It is true that there is no proper system put in place to monitor and evaluate the effectiveness of the use of these funds this is so because the appointing authority is not restricted to nominating people with such knowledge. Grossman, (2005) on his part argued that a programôs effectiveness can be measured accurately only if one knows what would have happened without it.

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 contractorôs 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.

2.5 Technical Competence of the Project Manager and Timely project Completion.

The project manager is responsible to a project sponsor for the overall planning, control and coordination of a project and for ensuring that a project is completed within time, on budget and that it satisfies the project sponsorôs specifications. The project manager may also be responsible for assembling the project team, assessing the projectôs viability and securing the funds to implement the project. The project managerôs role will vary from project to project. It depends on the degree to which the project sponsor wants to be involved as opposed to delegating the responsibility to the project manager. Good project managers should be aware of all factors that can threaten the successful implementation of the project. They will ensure that adequate performance reporting is carried out at all stages. This ensures that problems can be identified quickly and measures taken to mitigate them.

Atkinson (1999) noted that project managers appear to accept the óiron triangleô of time, cost and quality but focus more on time and budget delivery as the success criteria of projects. Project managers are likely to appreciate the risk of a project due to its uniqueness, complexity and design features but appear not to prioritize the link between the outcomes of risks with the root causes as a result of project quality (Atkinson, 1999). Hasseb *et al.,* (2011) noted that a projectôs success depends on meeting objectives within

time and budget limits. As a result of this, there are several projects that are delivered within time and budget but fail to meet the expectations of end users and sponsors in the long term.

Jeselskis and Ashely (1991) designed a predictive model to rate project managersô level of education and experience to understand project management success. Their model showed that success is dependent on many characteristics relating to the project managersô capability, experience and authority. These characteristics have a direct relationship with the education level and training of the project manager. The size of the previously managed project also affects the managerôs performance. The level of education and training are therefore an important factors that may affect the quality of pre-project planning hence contributing significantly to its success.

A Project manager needs to work with different departments involved in the project to estimate lead times so that they meet the needs of the critical chain (Goldratt, 1997). Reiss (1993) suggests that a project is a human activity that achieves a clear objective against a time scale and that project management involves a combination of people management and management of change. Turner (1996) further suggested that project management is about converting *vision* into *reality*. Thomsen (2008) noted that it is crucial for the team to work together in an efficient and effective manner within a project in order to realize its critical success factors. These factors require day-to-day attention and operate throughout the life of the project and are limited in the number of areas that, if fully addressed, would ensure the successful completion of the project (Shehu and

Akintoye, 2009). It is therefore critical that the project team leader ensures that members are aware and remain focused on these factors if the project is to be completed in time.

Otieno (2007) argues that if proper assessment and management of a project is done a project could never fail to be completed in time. Mulwa (2007) in his research of the impact of project leader and his/her leadership style on project success intimates that literature on project success factors has largely ignored the impact of the project manager, and his or her leadership style and competence, on project success. This may be because most of the studies asked project managers their opinion and the respondents did not give it due consideration to their own impact on project success. Or, it may be because the studies have not measured the impact of the project manager and, thus, not recorded it. Or, it may be because the project manager has no impact. However, that last conclusion is in direct contrast to the general management literature, which postulates that the leadership style and competence of the manager has a direct and measurable impact on the performance of the organization or business. Thus, the authors have been commissioned by the Project Management Institute to study whether the leadership style and competence of the project manager is a success factor on projects and whether different styles are appropriate on different types of projects.

Almost everyone is familiar with projects perceived as successful by those involved in their implementation, while the very same projects have been poorly received by customers Oser (1967). There are other projects that consumed excessive resources and were considered internal failures, but were later hailed as successful by their customers

and become a source of revenue for the company for many years (Mwabu et. al., 2002). The combination of a changing organizational environment and changing project characteristics make the role of the project leader difficult Kerote (2007). Within this environment, a competent project manager is frequently regarded as having a significant impact on overall project success as well as being critical to other project elements, such as the success of the project team, including team memberôs motivation and creativity Wanjiru (2005). This strong link with success ensures that project manager competencies are of particular interest.

2.6 Project Supervision and Timely Project Completion.

According to the British Standard for Project Management BS6079, the planning, monitoring and control of all aspects of a project and the motivation of all those involved are crucial in the achievement of the project objectives on time and to the specified cost, quality and performance. The UK Association of Project Management (APM) (1995) also notes that the planning, organization, monitoring and control of all aspects of a project are crucial to achieve the project objectives safely within agreed time, cost and performance criteria through the project manager. This requires ever increasing control through audits, inspections, performance reviews, studies, and variance reports ensuring people do what they are told to do and ultimately leading to an organizational obsession with reporting and information systems (Seddon, 2008). This creates a false belief that this information is useful for understanding the root causes of performance problems and guiding rational improvement actions.

Shehu and Akintoye (2009) articulate that the traditional approach to success in the construction industry places great emphasis on the ability to plan, monitor and execute projects. In the past, companies completing projects in a timely manner within an established budget and meeting required quality considerations have been considered successful companies. This however minimizes the emphasis on management practices and organizational stability as organizations with a track record of successful project completion have been considered more successful especially in the construction industry (Abraham, 2003). In contrast, focusing more on the management practices of the project such as planning, monitoring and control becomes an essential element of measuring project success.

The success of project is critical to achieving development agenda in the local communities across the world. It is also understood that monitoring and evaluation of projects 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. Various projects could be initiated to transform social, political and economic well-being of citizens in a particular country. UNDP (2002) reports that there has been growing demand for development effectiveness to improve peopleôs lives.

Projects should identify and understand the different roles and entitlements between men and women in the target communities, and the special challenges faced by disadvantaged groups (Chikati, 2009). On local leadership, Busiinge (2007) advises that they have an important role to play and can therefore not afford to sit back and watch as projects

crumble. While the NGOs in Uganda have played an active role to monitor the performance of government programs, local leaders need to step up their efforts to monitor the implementation of NGO projects as well. There was need for the governments to create and participate in information sharing platforms to discuss development progression in their communities. That away, the collaborators keep watch of each otherôs performance and accountability in community development programs. To manage a project the client usually sets up a project organization which can supply the resources for the project and service it during its life cycle. For a large project this set up would comprise of a project steering committee and a project office.

Mulwa (2007) stated clearly that any judgment that emanates from evaluation would largely depend on the value system from which evaluating party originates. Conventionally, evaluating party is usually part of evaluation missions contracted and dispatched from the donor world. CDRA, (2001) reported that ôNot everything that counts can be counted and not everything that can be counted countsô. He insisted that for monitoring and evaluation to be undertaken, indicators have to be put in place i.e. Which the outcome of a project can be understood and measured, gauged or standardized, against which change is measured.

Feuersten (1986) even went further and came up with nine types of indicators cited as follows: indicators of availability, indicator of relevance, indicators of accessibility, indicators of utilization, indicators of coverage, indicator of quality, indicator of effort, indicator of efficiency and indicator of impact. These indicators can be very instrumental

in managing monitoring and evaluation of community initiated projects, indicators of quality, utilization, availability and even effort are very important in assessing project development. Other indicators stated by Feuerstein (1986) are equally important since they can assist detect related shortcomings.

Grossman (2005) on his part argued that a programôs effectiveness can be measured accurately only if one knows what would have happened without it. Ochieng (2007) concurred with the assertion and states that measuring the effectiveness or impact of a policy or program hinges on asking the fundamental question of what would the solution have been if the intervention had not taken place? Although one obviously cannot observe such a situation it is possible to approximate it by constructing an appropriate counterfactual which is hypothetical situation that tries to depict the welfare level, of individuals in the absence of a policy or program.

To measure the effectiveness, a Core Welfare Indicator Questionnaire which focuses on the three simple leading indicators of access, usage and satisfaction with different services provided. For instance in the education sector, access indicators include primary and secondary schools enrolment rates and satisfactory indicators are based on opinion questions to indicate household, ratings of the quality of services during the current year compared with the previous year (World Bank, 1997).

FAO (2009) reports that while no conflict exists between performance and results indicators; and while effective monitoring and evaluation (M&E) systems necessarily

track both ï no unifying principles apply to ensure their synchronicity either. A project that is diligently monitored and evaluated for financial oversight and compliance with sound management and performance principles may very well achieve no impacts. The emphasis on aid effectiveness and results-based development obliges practitioners to empirically demonstrate the impacts of their projects and programs. This has shifted the focus of M&E from a concentration on inputs and outputs to a concentration on outcomes and impacts. The ability to measure and demonstrate outcomes and impacts relies on the use of indicators that are based on reliable data, and on the capacity to systematically collect and analyze that information.

The conditions in which M&E are carried out vary widely, depending on the demand for information, the extent to which it is used to inform decision making, and the reliability of the systems that are in place to capture and convey that information. Throughout much of the developing world these conditions are ñless-than-ideal.ò Information is irregular and often lacking altogether. In these conditions there is a lack of effective demand for information on the part of policy makers. The conditions are often especially pronounced in rural areas, where the costs of data collection are very high, and that quality of existing data is particularly low. Supporting and building capacity for M&E in these conditions is therefore a pressing imperative for interventions in the agriculture and rural development sector. Strengthening capacity for M&E begins at the national and sub-national levels, where addressing the weaknesses of national statistical systems is a common priority.

In Kenya, Kipyego (2012) conducted 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 short comings in the monitoring and evaluation of Kazi kwa Vijana projects notably serious under funding, 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), in 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, 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.

2.7 Conceptual Framework

Independent Variables

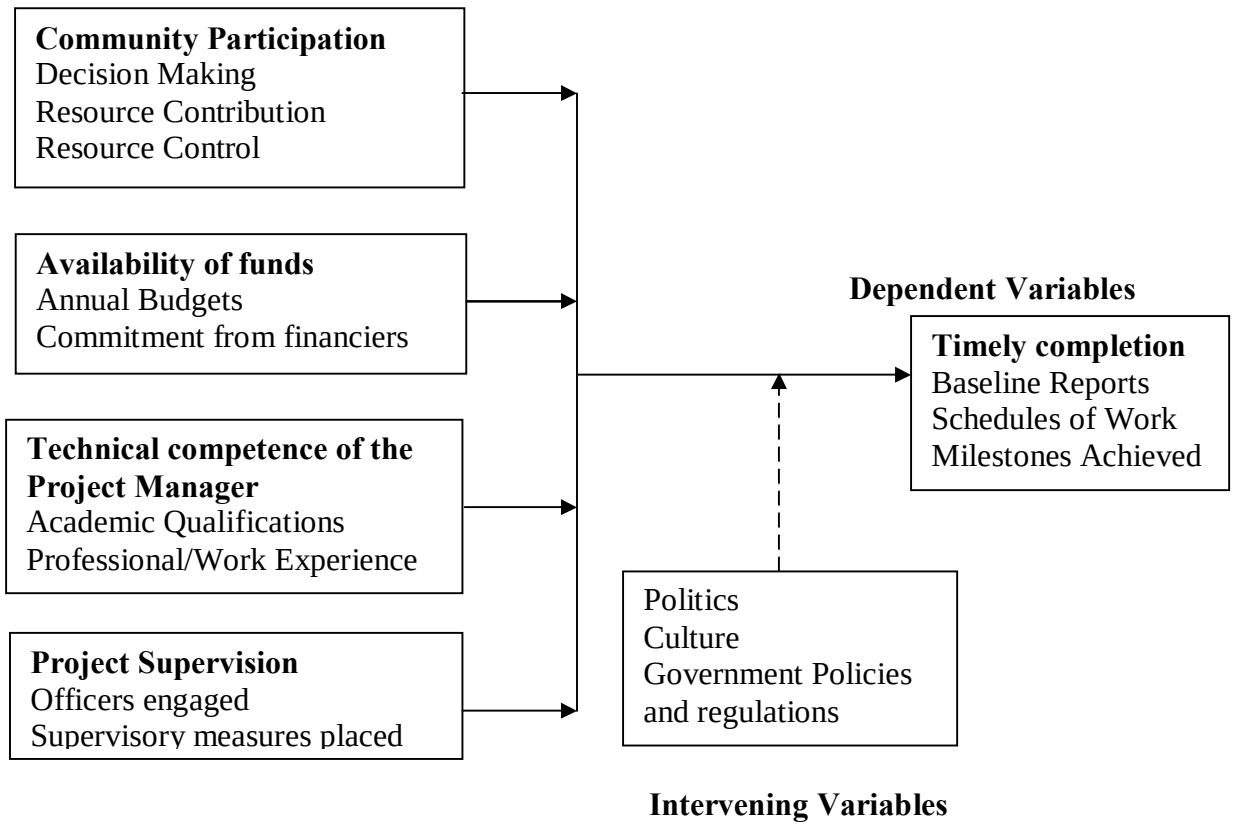

Figure 1.1**: Conceptual Framework**

2.8 Gaps Identified in Literature Review

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 timely completion of community initiated tea buying centers construction projects. This study sought to fill this research gap by investigating factors influencing the timely completion of tea buying center construction projects in Kisii County, Kenya. Factors that influence the timely completion of community initiated tea buying construction projects in Kisii County have not been well documented and therefore lacked clarity. As a result, the literature review looked into the role played by various factors in determining completion of construction projects.

2.9 Operationalization of Variables

Operationalization of variables entails the process of describing the operations that the research intends to apply in the measurement of the study variables (Mugenda and Mugenda, 2003). This research will entail four independent variables that include: community participation, availability of funds, Technical competence of project manager and supervision. The dependent variable in this study will be timely completion of construction of tea buying centers.

Table 2.1: **Operationalization of Variables**

Research Objective	**Type of Variable**	**Indicator**	**Measurement**	**Measurement Scale**	**Type of Data Analysis**
Ascertain the influence of community participation in the timely completion of CIPs in Kisii County	Independent Variable: Community Participation Dependent Variable: Timely Completion of CIPs	Community representatives	Number of community representatives Mandate of community representatives	Nominal, Ratio , Interval	Descriptive, Qualitative
Assess the effect of availability of funds on the timely completion of CIPs in Kisii County	Independent Variable: Availability of funds	Financial reports, Progress reports	Amount of resources, Number of financers/ donors.	Nominal, Ratio, ordinal	Descriptive, qualitative, quantitative
Establish how technical competence of the project manager impacts on the timely completion of CIPs in Kisii County	Independent Variable: Technical competencies of the project Manager	Academic certificates Work experience records Progress reports	Profiles of officers engaged, their years of relevant experience	Nominal, ratio, ordinal	Descriptive, qualitative, quantitative
Evaluate the influence regular supervision timely completion of CIPs in Kisii County	Independent Variable: regular supervision	M&E schedules, funds allocation, officers engaged	Number of M&E visits, number of officers engaged, finances allocated for M&E	Ratio, Rates/Interval	Descriptive, qualitative, quantitative

2.10 Summary of Literature Review

The success or failure of a project is directly related to its goals and objectives which form the baseline to measure the degree of success or failure. However, there is no simple success or failure of a project because successes do not meet all stakeholdersô expectations and failures provide some benefits albeit perhaps at a cost that is more than expected (Cleland and Ireland, 2007). Cleland and Ireland asserts the conventional criteria for project success are established from three business requirements of a well managed project namely: cost, schedule and technical performance, all of which remain

the same through completion for a stable project. However, a stable project, where there is no migration of goals and objectives, was a rare scenario while projects that ógrowô in requirements and ódiscoveredô work may be the norm. Cleland and Ireland further noted that a fourth criterion may exist such as safety which was considered equally important for certain industries like airlines. A project is generally considered to be successfully implemented if it: comes in on-schedule (time criterion), comes in on-budget (cost criterion), and achieves basically all the goals originally set for it (effectiveness criterion) and, is accepted and used by the client for whom the project is intended (client satisfaction criterion). By its basic definition, a project comprises of a defined time frame to completion, a limited budget, and a specified set of performance characteristics. Further, the project is usually targeted for use by some client (Jeffrey and Dennis, 1987). Variances in budget and schedule need to be investigated to see what is causing the adverse situation. Trends and variances alert decision makers but do not necessarily dictate corrective action (Cleland and Ireland, 2007).

Delays in construction according to Acharya, Lee, Kim and Lee (2006) may be caused by the client, the contractor, the consultants, acts of God, or a third party and they may occur early or late in the job. In whatever cases, negotiating a fair and timely damage settlement is beneficial to all parties (Bushbait and Cunningham, 1998). Thus the ascertainment of the period of project delay serves as basic information from the appointment of responsibility, which may be a highly complex operation in cases with concurrent causes. In this respect, when a delay claim occurs, it is very important to assign responsibility and magnitude to delays, and it is often difficult to analyze the ultimate liability in delay

claims (Kraiema and Dieknam, 1987). Ozdemir (2010) asserted that the construction industry has a very poor reputation for coping with delays. Delay analysis is either ignored or done subjectively by simply adding a contingency. As a result many major projects fail to meet schedule deadlines. In a construction project where time truly equals money, the management of time is critical (Duran, 2006), thus predicting the likelihood of schedule delay may play a key role towards project success (Luu, Kim, Van Tuan, and Ogunlana 2009). A projectôs success is not always determined by its duration.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains the research design, population and sampling design, data collection methodology, validity and reliability of instruments, research procedures, data analysis methods and ethical considerations. Research design and methodology is essential in this study as it contains information on how the research process will be designed and conducted in a manner that is believed to cover both basic and advanced concepts in a clear and concrete manner. It is also believed to give an insight to the variables and methodical approaches and assessment strategies on interpretations and other considerations.

3.2 Research Design

The study adopted the descriptive survey design. According to Gay (1981) descriptive research is a process of collecting data in order to test hypothesis or to answer questions concerning the current status of the subject in the study. Borge and Gall (1989) stated that descriptive survey designs are used in preliminary and exploratory studies to allow researchers to gather information, summarize, present and interpret for the purpose of clarification. The survey research is useful because of the economy of taking a sample of the population to generalize results for the whole population.

Descriptive survey design was employed because it guarantees breadth of information and accurate descriptive analysis of characteristics of a sample which can be used to

make inferences about population (Kerlinger, 1993). Orodho (2002) said that descriptive survey is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals. It can be used when collecting information about peopleôs attitudes, opinions, habits or any of the variety of education or social issues (Kombo and Tromp, 2001).

The study focused on explanations of why certain things happen in a given social setting. This study was carried out using a descriptive survey which studies a population by taking samples to analyze occurrences. This design was more preferable given the large population that was involved in this study and because of its descriptive nature and ability to support data collection fast.

3.3 Target Population

The target population refers to a group of individuals, objects or items from which samples are taken for measurement (Mugenda and Mugenda, 2003). The target population comprised of all tea farmers in Kisii County totaling 76221, all employees working with the KTDA in the four tea factories found in Kisii County totaling 219 together with the respective members of the boards 28 in number. Kisii County has four tea factories and two satellite plants under two of the main factories. These are are: Kiamokama/ Rianyamwamu, Tendere, Itumbe, Nyamache /Eberege which factories have factory managers each.

Table 3.1: **Distribution of the Target Population**

Target	Population
All tea farmers of Kisii County	76,221
Staff of the Tea Factories	219
Board Members of the Tea Factories	28
Total	**76,468**

Source: KTDA Records Zone 9 (2015)

3.4 Sample Size and Sample 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. . Given that the study involved tea farmers affiliated to the four tea factories in the county, employees and members of the board as study population, stratified, purposive and simple random sampling techniques were used. Stratified sampling technique was an appropriate technique because it ensured that all individuals in each category within the organizations had an

equal chance of being included in the samples that would yield data that would be generalized within margin of error that can be determined statistically (Borg, 1987; Mugenda and Mugenda, 1999). 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**.** 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 and then use random numbers to select the required sample.

The sample size was arrived at using the formula below that the research believed would generate sample large enough to reduce on random sampling error.

$$n = \frac{NC^2}{C^2 + (N-1)e^2} = \frac{\mathbf{N \times 0.5^2}}{\mathbf{0.5^2 + (N-1)0.05^2}}$$

Where n is the sample size

N is the population (76221 for farmers, 219 for staff,28 for directors)

C is the Coefficient of variation (0.5)

e is the level of precision (0.05)

(Nassiuma, 2000)

The figures of the sample population were applied upon each of the four factories in the ratio of their totals under each category to determine their respective allocations. Random sampling was then applied to select the respondents. The population, N, being 76221 for tea farmers generated a sample of 100 in that category, 219 for employees generated a sample of 10 under that category and being 28 for directors, generated a sample of 22 in that category as presented in table 3.2

Table 3.2: **Distribution of the Sample Size**

Target Population Category	**Target Population**	**Sample Size**
Tea Farmers	76,221	100
Employees	219	10
Board Members	28	22
Total	**76,468**	**132**

3.5 Research Instruments

According to Mugenda (1999) research instruments are the means by which primary data is collected. The study being a descriptive survey made use of the instruments that apply to social sciences. The study in particular used questionnaires and interviews. A questionnaire is a research tool whereby the respondents give the responses to the

questions asked through written mode. Closed ended questions, accompanied by a list of all possible alternatives for the respondents to select answers that best describes their situation were used. The questionnaires sought to obtain data on the assessment of the various factors influencing timely completion of community initiated projects in Kenya with a particular focus on projects involving establishment of tea buying centers in Kisii County.

In order to reinforce and confirm the responses given by the respondents, the researcher interviewed the factory managers from each of the four tea factories including the two satellite establishments. In this case, structural interviews were used and the researcher made use of face to face contact (personal investigation) with the managers.

The research further administered questionnaires and personal interviews to selected respondents. According to Gauthier (1979), the questionnaire works as an essential communication means between the researcher and the respondents. Selltiz (1977) stated that the questionnaires that have a chance to come back are those of attractive presentation, short, clear and easy to fill. In addition, questionnaires are more convenient; and they can be administered to a large number of individuals simultaneously (Tuckman, 1999). Based on these ideas, the researcher developed a questionnaire after critically examining questionnaires used by other researchers with related studies. The questionnaires entailed both the closed and open ended questions. Interviews were used by the researcher to gather information from factory managers.

3.6 Validity of Instruments

For research data to be valid, the data collection instruments must be valid. Validity refers to the degree to which an instrument measures what it is supposed to measure. According to Kothari (2004), validity can be determined by using a panel of persons who shall judge how well the measuring instrument meets the standards. 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.

3.7 Reliability of Instruments

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. Reliability of instruments can simply be understood to refer to the degree to which a research instrument will yield consistent results in repeated trials. Lokesh, (1992) defines reliability as the ability of data collection tools or instruments to yield same results when repeated measurements are conducted under same conditions.

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 researcher pre-tested the instruments on six respondents purposefully sampled from tea factories in the county before the actual data collection exercise was done in a bid to ensure consistency and comprehensiveness. 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 community participation, availability of funds, project managerôs competency, and regular supervision on timely completion of community initiated tea buying

center construction projects. The findings of the pilot test showed that community participation scale had a Cronbachôs reliability alpha of 0.705, availability of funds scale had an alpha value of 0.725, competency scale had an Alpha value of 0.713, and regular supervision had an Alpha value of 0.725. This implies that the pilot test showed that the scales measuring the objectives met the reliability criteria (Ŭ>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 Procedures

Before proceeding to the various projects for purposes of collecting the necessary data, the researcher sought to obtain the necessary documents for the research with the assistance of the school of distant and continuing education of the University of Nairobi. This formed a basis of seeking for a research permit from the National Council for Science, Technology and Innovation. The researcher also notified the factory managers of the tea factories within the County or their representatives by sending letters to them to ask for permission to carry out the research in their projects and requested them to organize for any planned visits to the tea buying centres by informing the relevant Authorities on the ground.

3.9 Data Analysis Techniques

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 oneôs 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 eliminated. 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 and weighted mean using Statistical Package for Social Sciences (SPSS) 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.

3.10 Ethical Issues

Ethical considerations made in this study involved inducting the research assistants used to collect data to be objective and also to observe confidentiality on any data that result out of the interaction with the various institutions and respondents.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

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 research conducted a total of 132 questionnaires were issued out being 100 to tea farmers, 10 to employees and 22 to members of the board of directors. Out of the questionnaires issued, 87 were successfully responded to by farmers representing 87%, 10 were successfully responded to by employees representing 100% while 16 were responded to by the board members successfully representing 73% success. Overall, a total of 113 questionnaires were successfully responded to successfully which translated to 85.6% of the sample taken. In view of the response the researcher had representative data to proceed with the analysis of the findings.

4.3 Sample Demographics

As part of the general information, the respondents were requested to indicate their gender, age, years of affiliation with the KTDA factories, nature of interaction with the factory and the level of education. This was necessary in shedding light on the characteristics of the respondents.

4.3.1 Composition of the respondents

The research applied a stratified sampling technique on the critical stakeholders in the field of study which included tea farmers, employees and directors of the various tea factories under which the buying centres fall. The research believed that the sample was drawn from individuals whose level of exposure to the construction of tea buying centres was sufficient to provide the required responses sufficient to draw reasonable conclusion on the study. Characteristics taken in this section included gender, age, period and nature of interaction within the institution and level of education. Table 4.1 represents the composition of respondents.

Table 4.1: **Composition of the respondents**

	Frequency	**Percentage**
Farmers	87	77
Directors	16	14
Employees	10	9
Total	**113**	**100**

4.3.2 Gender of the respondents

The study also sought to establish the representation of either gender in this area. There were respondents of both genders in the study that is male and female. Data as regards the gender of the respondents was accordingly collected, analyzed and presented in table 4.2.

Table 4.2**: Demographic information**

	Frequency	**Percent**
male	74	65.5
female	39	34.5
Total	**113**	**100**

The results of the study as presented in the table above shows that seventy four of the respondents representing 65.5% of the respondents were male while thirty nine of the respondents translating to 34.5% of the respondents were female. This meant that the tea sector in the area under study has more male involvement than female. This difference between male and female employees could indicate a lesser level of participation of females than male in tea development matters or in formal employment. However, the one third gender rule advocated for and lately entrenched in the Kenyan constitution is apparently seeming to develop as no one gender accounted for more than two thirds of respondents in the study.

4.3.3 Respondents highest level of education

The researcher also sought to establish the level of literacy of the respondents as was represented by the degree of their highest formal education.The research sought to establish facts on this particular phenomenon as an indication of the respondents individual capabilities of understanding and responding to the contents of the questionnaire. The findings to that were analyzed and presented as contained in table 4.3

Table 4.3: **Highest level of formal education of the respondents**

	Frequency	**Percentage**
Primary and below	31	28
Certificate Level	34	30
Diploma Level	26	23
Bachelors Degree	14	12
Masters Degree	8	7
Total	**113**	**100**

Table 4.3 indicates that 28% of the respondents had their highest academic qualification at primary level and below 30% were certificate holders; diploma holders accounted for 23% of the respondents, 12% had bachelorôs degrees while 7% had masterôs degrees. This result indicated that a majority of the respondents who were tea farmers their formal education level at certificate level and below an indication that a majority of the population in the region who have not had an opportunity to advance their academic scales to higher levels to secure formal employment are engaged in one way or another in tea farming as a source of income. Most of the Bachelorôs and Masterôs degree holders were either employees or directors which also indicated that the tea sector engaged professionals as employees or in elective positions.

4.3.4 Respondents' age and experience in industry

The study also gathered information on the respondentsô age and period of familiarity within the industry as an indication of their levels of experience whereby in age 4 % were below 25 years, 13% being within the range of 25 to 35 years and 83% being 35 years

and above. In terms of period of interaction or experience in the industry 11% of the respondents had been in the tea field either as farmers, employees or directors for a period below 5 years, 13% had experience of between 6-10 years, 19% had familiarity of between 11-15 years 22% had experience of between 16- 20 years while the majority, 35% had an experience of 20 years and above.

4.4 Community Participation and Timely project Completion

The study sought to investigate the impact of community involvement on timely completion of tea buying centers in Kisii County. Using a 5-point likert scale ranging between 5(to a very large extent) to 1(to no extent at all), the respondents were asked give their opinion on the extent to which they felt the community participated in the six activities identified in literature, to constitute community involvement. The results are summarized in table 4.4.

Table 4.4: **Analysis of the Extent of Community Participation in the TBCs Construction Projects**

	Elements of Participation	N	Weighted Mean
1	Efforts to increase resources	113	3.27
2	Exercise control over resources	113	2.51
3	Influence the direction of the projects	113	2.94
4	Execution of the projects	113	2.75
5	Contribute in the project design	113	2.81
6	Making of decisions	113	2.97

On the extent of community participation in the construction of tea buying centers projects, the respondents opinions ranged between ôneutralô and ôto a negligible extentô, with most of the responses bordering towards ôneutralô with a mean of 3. This implies that the level of community participation was low and as much as it was involved in the efforts to increase resources with a mean of 3.27, they had little or no control over the same resources.

Rural development agencies distinguish between dimensions, spaces, degrees and levels of community participation. The levels of participation on a seven step ladder are useful in analyzing these degrees (Arnstein, 1969). To further understand the prevalent extent of community participation in the tea buying center construction projects, the respondents were further asked to indicate their level of participation in the projects and the results are presented in table 4.5 as follows:

Table 4.5: **Analysis of the Level of Community Participation in the TBCs Construction Projects**

	Levels of Participation	**N**	**Weighted Mean**
1	Passive Participation	113	3.20
2	Participation in information giving	113	3.54
3	Participation by consultations	113	2.79
4	Participation by material involvement	113	3.35
5	Functional Participation	113	2.25
6	Interactive Participation	113	3.37
7	Self-Mobilization	113	3.04

The results in table 4.5 indicate that the respondentsô opinions ranged between óneutralô and óagreeô for participation in information giving, interactive, material involvement, passive, and self mobilization, with means of 3.54, 3.37, 3.35, 3.20 and 3.04 respectively, indicating that community participation is not only as means but, as an end as well.

The researcher finally sought to find out the respondents views on the extent to which they felt community participation affected the timely completion of community initiated projects with a particular focus on tea buying centers in Kisii County. 27% of the respondents were of the opinion that this was to a very large extent, 28% to a large extent, 14% were neutral or undecided, 18% to a negligible extent, while 13% felt there was no effect at all.

The concept of community participation is not a new phenomenon as far as rural development is concerned; it has been talked and written about since the 1950ôs or even before (Burton, 2003). The study objective sought to ascertain the influence of community participation on the timely completion community initiated tea buying center construction projects in Kisii County.

4.5 Availability of funds and Timely Project Completion

The study further sought to assess how availability of funds affects timely completion of community initiated tea buying centers in Kisii County. To start with, the study sought to identify the factors that affect the availability of funds for CIPs, which were then

measured using a 5-point likert scale ranging between 5(to a very large extent) to 1(to no extent at all), and the results were presented in table 4.6 below.

Table 4.6: **Analysis of the factors affecting availability of funds for CIPs**

	Factors	N	Weighted Mean
1	Source of funding	113	3.47
2	Financial Management system in place	113	3.42
3	Good leadership with integrity	113	3.37
4	Capacity of systems and structures to handle funds	113	3.10
5	Academic qualification of staff and experience	113	3.69
6	Availability of strategic plans	113	2.82

The respondentôs opinions ranged from óneutralô to óa large extentô with most responses bordering óneutralô with a mean of 3. This implies that the respondents were of the opinion that all the factors affected the availability of funds for their projects but they were not clear to what extent. The respondents however, ranked academic qualifications of staff and experience as the factor that would most affect the availability of funds with a mean of 3.69. This could be attributed to the fact that in order to get grant or donor funds, the staff or rather officials in this case had to show they had knowledge in basic financial management knowledge. The availability of strategic plans was ranked last with a mean of 2.82. Respondents were of the opinion that given that it was a short term project, there was no need for a strategic plan.

The study further sought to establish the extent to which the respondents felt that the

availability of funds affected the timely completion of tea buying centres as a component of community initiated projects. 41% of the respondents were of the opinion that this was to a very large extent, 36% to a large extent, 9% no effect as all, 8% to a negligible extent, while 6% were neutral. The findings of this study were therefore in line with the findings of Gaturu, N. S and Muturi, W (2014) which study covered factors affecting timeliness of completion of donor funded projects in Kenya which concluded that untimely release of funds and inadequate and unpredictable transfer of project funds influences the timeliness of completion of projects to a great extent. The results also concurred with the findings of a related study in the same period by Muriithi, K.S (2014) on the determinants of timely completion of projects in Kenya, a study conducted on Kenya Power and Lighting Company in Thika and a more recent study by Kiprono, K.J, Kemei, C.C and Rotich, J (2015) on determinants of completion time of projects funded from Constituency Development Fund in Kenya that surveyed projects in Ainamoi constituency.

4.6 Technical Competence and Timely Completion of TBCs Construction Projects

The study further sought to establish the influence of the project managerôs technical competence on the timely completion of CIPs. For this, using a 5-point likert scale ranging from 5(strongly agree) to 1(strongly disagree) the respondents were asked to give their opinion on a set of skills and knowledge they felt the project manager need to effectively carryout their functions. The results are summarized in table 4.7 below.

Table 4.7: **Analysis of the set of skills and knowledge required by PMs to effectively carry out their functions**

	Skills and Knowledge	N	Weighted Mean
1	Project Planning	113	3.28
2	Fundraising Skills	113	2.59
3	Financial Management	113	2.99
4	Controlling and Coordination	113	3.61
5	Performance/progress reporting	113	3.44
6	Monitoring and evaluation	113	3.40

The respondents were of the opinion that the project managers needed controlling and coordination (3.61), performance/progress reporting skills (3.44), monitoring and evaluation (3.40), and project planning skills (3.28) as their responses raged between óneutralô and óagreeô.

The respondents were further asked to give their opinion on whether the project managerôs technical competencies affect the timely completion of the CIPs. 22 % of the respondents indicated that the effect was to a very large extent, 24% responded to a large extent and 16% were neutral with 20% seeing the influence as negligible while 18% responded that the extent of influence was not there at all. The findings are as summarized in table 4.8

Table 4.8: **Influence of technical competence on timely completion of TBCs in Kisii County**

	Frequency	Percent
To no extent at all	20	18
To negligible extent	23	20
Neutral	18	16
To a large extent	27	24
To very large extent	25	22
Total	**113**	**100**

These findings reflect a large and very large effect of managerial competence on timely completion of projects concurring with the findings of earlier study of Gaturu, N.S and Muturi, W (2014) that showed a relation between education and level of staff on one end and timeliness of completion on the other. The same were also in line with the findings in Kipruto, J.C and Muturi, W (2014) on factors affecting adherence to cost estimates. A survey of construction projects on Kenya National Highways Authority and an earlier study in West Africa by Ubani, E.C, Okorocha, K.A and Emeribe, S.C (2013) on Analysis of the factors influencing time and cost overruns on construction projects in South Eastern Nigeria. However, the results contradicted Muriithi, K.S (2014) that concluded that managerial skills among project managers did not pose a great threat to completion of projects.

4.7 Supervision and Timely Completion of TBCs in Kisii County

The studyôs fourth objective was to investigate the effect of supervision on timely completion of construction of tea buying centers in Kisii County. The respondents were

asked to give their opinion on the effects of supervision, using a 5-point likert scale ranging from 5(strongly agree) to 1(strongly disagree) and the results were summarized in table 4.9

Table 4.9**: Analysis of the effect of routine supervision on the timely completion of projects**

	Effects of Routine Supervision	**N**	**Weighted Mean**
1	Routine supervision improves the overall efficiency of project planning, management and implementation	113	4.24
2	Routine supervision affects the timely completion of projects	113	4.01

The respondents were of the opinion that routine supervision affected the timely completion of CIPs with all their responses falling between ógreeô and óstrongly agreeô. The study sought to further identify indicators that are relevant in routine supervision using a 5-point likert scale ranging between 5(to a very large extent) to 1(to no extent at all) and the result are summarized in table 4.10

Table 4.10: Analysis of the indicators relevant for routine supervision of CIPs

	Indicators	N	Weighted Mean
1	Availability	113	3.35
2	Relevance	113	3.25
3	Accessibility	113	3.26
4	Utilization	113	3.04
5	Coverage	113	3.75
6	Quality	113	3.46
7	Effort	113	3.53
8	Efficiency	113	3.50
9	Impact	113	3.75

From the results of table 4.10, coverage and impact with a mean of 3.75, were rated the highest as indicators that are relevant for routine supervision of CIPs especially for tea buying centers. 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. With regard to the extent to which routine supervision which is part of M&E influenced completion of construction projects, the respondents agreed with a mean of 4.01. This indicated that the respondents need to ensure that the resources contributed towards the projects were used for the intended purposes.

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 assess factors affecting timely completion of construction of community initiated tea buying centers in Kisii County**.**

5.2 Summary of Findings

The study established that community participation affected the timely completion of community initiated tea buying centers construction projects in Kisii County, to a large extent at 55% as against 31% the remaining being undecided. The study also revealed that in reference to the tea buying center construction, the most prevalent activity engaged in by the community was in the efforts to increase resources. The study also found out that the community had little or no control over the resources mobilized. The study also established that the level of participation of the community fell under participation as means as it fell under the first four levels of (passive participation, participation on information giving, participation by consultation and participation by material incentives) the seven step ladder advanced by Arnstein (1969). In this sense, the study established that although community participation was paramount in determining the completion time of the projects the level of community involvement was weak.

The study also established that the availability of funds affected the timely completion of community initiated tea buying center construction projects to a large extent at 77% compared to 8% of insignificant effect and 15% uncertain. The study found out that the academic qualifications of the staff involved in the project was more likely to affect the availability of funds compared to the availability or lack of strategic plans. The study also established that the source of funding, financial management systems in place, good leadership with integrity, together with the capacity of systems and structures to handle funds affected the availability of funds to a large extent.

The study found out that the technical competence of the project manager influenced the completion time of the tea buying center construction projects to a large extent. The study also found out that the most relevant skills for the project manager to have were the controlling and coordination skills. The study also established that while fundraising and financial management skills were deemed less important, project planning, performance/progress reporting and monitoring and evaluation skills found to be most relevant for the project managers.

The study also established that routine supervision also influenced the timely completion projects at 59% compared to 22% insignificant effect and 19% neutral. The study found out that routine supervision improved the overall efficiency of project planning, management and implementation. The study also established that the indicators that were most relevant for supervision were coverage and impact with a weighted mean of 3.75 each. The study also established that other indicators relevant for routine supervision of

community initiated tea buying center construction projects included availability, relevance, accessibility, utilization, quality, effort and efficiency.

The study also found out that the technical competence of the project manager had significant influence on timely completion of community initiated tea buying centres construction projects in Kisii County at 52% relative to 38% of insignificant influence and 10% neutral.

5.3 Conclusions

Based on objective one the study concluded from the study that there is a great influence by community participation on timely completion of community initiated construction projects. This can be taken to mean that the extent, to which the community participates, ensures partnership and control over resources. It further enhances project ownership and sustainability which is one of the key aspects considered in monitoring and evaluation of projects.

Regarding objective two, the study concluded that there is a great influence of availability of funds for timely completion of construction projects. The study revealed that adequate funds ensure timely completion of construction projects together with competent project staff.

In reference to objective there, the study also revealed that project managerôs technical 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 agenciesô staff capacity and competency relative to the demands placed upon them.

Finally on objective four, the study 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.

5.4 Recommendations

Based on the findings and conclusions, the study recommends community participation to ensure that ideas and perspectives are represented; members of community should be invited to participate in project scope identification and planning and not only in the efforts to raise fund/resources or the project. 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 the community.

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 stakeholders involved in the project should allocate enough resources needed for construction of the project.

The study further recommends that supervision should be enhanced and agrees on a practical arrangement to support and finance the associated 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 the community offer the necessary support and goodwill to enhance timely completion of construction projects. Unnecessary influence and interference on project completion should be deterred.

Table 5.1 **Contribution to body of knowledge**

Objective	**Contribution to body of knowledge**
Influence of community participation	• Communities are involved through on a limited manner • Should go beyond efforts to increase resources
Influence of availability of funds	• Funds to be released in a timely manner • Financial management knowledge to be enhanced to increase funding
Influence of technical competence of project manager	• Staff competence is vital in ensuring timely completion • Staff skills should been enhanced
Routine supervision	Plays a vital role to ensure timely completion

5.5 Suggestion for further research

Based on the study findings timely completion of construction of community initiated tea buying centers is affected by multiplicity of factors including availability of funds, technical competence of project manager, community participation and regular supervision. The factors could have not been exhaustive or conclusive. Further, some

findings of this study were in line with earlier studies while other findings departed from findings in earlier studies. That therefore calls for further research to be conducted to establish other factors affecting timely completion of construction of community initiated tea buying centers and the generality to which that may apply to other community initiated construction projects given their roles as vehicles for poverty reduction and eventual eradication. Further, research can also be carried out to establish the response and extent of addressing the challenges established by this research in the areas covered in this study, other counties within and even beyond the Republic and by use of other instruments not applied in this research.

REFERENCES

Abrams, D.J. (2003). *Citizen Participation and Environmental Risk*: A Survey of Institutional Mechanisms. Science, Technology, and Human Values. Volume 15. Pages 226 to 243.

Acharya, N. K., Lee, Y. D., Kim, S. Y. & Lee, J. C. (2006), Analysis of Construction Delay Factor: A Korean Perspective*, Proceedings of the 7th Asia Pacific Industrial Engineering and Management Systems Conference*, 17 ï 20, December, Bangkok, Thailand.

Adan, I. H. (2012). *Influence of stakeholders role on performance of constituencies development fund projects a case of Isiolo North Constituency, Kenya* (Doctoral dissertation, University of Nairobi, Kenya).

Alaghbari, W., Kadir, M.R.A., Salim, A. and Ernawati (2007) *'The significant factors causing delay of building construction projects in Malaysia. Engineering'*, Construction and Architectural Management Journal, 14 (2), 192-206.

Albert, L. (2007), *Project Management, 'Planning and Control'*

Ali I. A. (2012), *Factors influencing Sustainable Funding of Non-governmental Organizations in Kenya: A Case Study of Sisters Maternity Home (Simaho) in Garissa*

Ardity et al (1985), San 'Cost Overruns in Public Projects', *International Journal of Project Management*

Arnstein S.R (1969) A ladder of Citizen Participation, *Journal of American Planning Association* 35(4)

Asante, S. K. B. (2006). *Implementing the New Partnership for Africa's Development (NEPAD): challenges and the path to progress*. Ghana Academy of Arts and Sciences.

Atkinson, A, Renn, O., Webler, T., Wiedemann, P. (1997). *Fairness and Competence in Citizen Participation*. Dordrecht: Kluwer Academic Publishers

Batten, T.R.(1957), *Communities and Their Development.*

Borg, R.W and Gall, M.D (1989). Education Research; *An introduction to theory and practice* . London ; Alley and Becon.

Botha, W.M and Du Toit, P.H (1999). *Guidelines for the preparation of written assignments*. Academic information Service. University of Pretoria, Pretoria.

Burns, D (1994). *The politics of Decentralization, London*: Macmillan.

Burton, P (2003*). Community involvement in Neighbourhood Regeneration: Stairway to Heaven or Road to Nowhere*? Bristol: ESRC centre for Neighborhood research

Bushbait, A. A. & Cunningham, M. J. (1998), Comparison of Delay Analysis Methodologies. *Journal of Construction Engineering and Management*

Busiinge C. (2010), *The Impact of Donor Aided Projects through NGOs on the Social and Economic Welfare of the rural poor*

Chikati, J. (2009), *Project Cycle Management, 'An Integrated Approach and Logical Framework'.*

Christenson, J.A. (1989), *'Themes of Community Development'.*

Civil Renewal Unit, 2003. Building Civil Renewal, London: Civil Renewal Unit

Cleland, D.I. and Ireland, L.R. (2007). *Project Management: Strategic Design and Implementation*. McGraw-Hill Company, New York.

Creswell, J.W. (2005).Educational research: *Planning, conducting, and evaluating qualitative and qualitative research* (2nd ed.): New Jersey: Pearson Merrill Prentice Hall.

Dennis P. Slevin & Jeffrey K. Pinto (1987), *Critical Success Factors In Effective Project Implementation*

DFID (2013). *Education: Improving Learning, Expanding Opportunities.* Available:https://www.gov.uk/government/publications/education-improving-learningexpanding-opportunities.

Duran, O. (2006), *Current risk management applications in Turkish construction industry*, an unpublished Master thesis, Gaziantep University, Gaziantep.

Faridi, A.S. and El-Sayegh, S.M. (2006) ôSignificant factors causing delay in the UAE construction industryõ, *Journal of Construction Management and Economics*, 24 (11)

Feuerstein, M (1986) *Partners in Evaluation: Evaluating Development and Community programmes.* Forster, R ed 1996. ZOPP Marries PRA, Eschborn: GTZ

Frimpong, Y. ,Oluwoye, J. and Crawford, L. (2003) Causes of delay and cost overruns in construction of groundwater projects in developing countries; Ghana as a case study. *International journal of project Management* 2, (5) 321-326

Gaturu, N.S & Muturi, W. (2014) Factors affecting the timeliness of completion of donor ï funded projects in Kenya: A case of world agro forestry centre (ICRAF*). European Journal of Business Management,* 2(1), 189-202

Goldratt, E.M. (1997) Critical chain. Barrington, M.A: North River Press

Green, P.G. & Haines, A. (2008), *Asset Building& Community Development*

Grossman *et al* (2005), Promoting Successful Youth Mentoring Relationships: A preliminary Screening Questionnaire. *Journal of primary prevention*; 147-167

Gwadoya, R. A. (2012). *Factors influencing effective implementation of monitoring and evaluation practices in donor funded projects in Kenya: a case of Turkana District* (Doctoral dissertation).

Jeffrey K. Pinto & Dennis P. Slevin (1987), *Critical Success Factors in Effective Project Implementation*

Joseph, V., R. M. West, et al. (2011). *"Key challenges in the development and implementation of Telehealth Projects."* Journal of Telemedicine and Telecare .

Kariungi, S. M (2014). *Determinants of Timely completion of projects in Kenya: A case of Kenya Power and Lighting Company, Thika*: ABC journal of Advanced Research (3) 9-19

Kerlinger, F. N (1973) *Foundation of behavior research*. New York

Kerote O. A. (2007) *The Role of the Local Community in the Management of Constituency Development Funds in Sabatia Constituency in Vihiga.* A research Project Submitted in Partial Fulfillment for the Requirements of Post Graduate Diploma in Project Planning and Management, University of Nairobi, Kenya.

Kipyego I. M (2012). *Factors affecting implementation of electronic procurement system in the public sector: a case of National Aids Control Council* (Doctoral dissertation).

Kombo D.K and Tromp, D.L. (2006). *A proposal and thesis writing: An introduction*. Nairobi Paulins publications Africa.

Kothari,C.R. (2004). *Research Methodology: Methods and techniques***.** New Delhi. New Age International (P) Ltd publishers.

Kraiema, Z.M. & Dieknam, J.E. (1987), Concurrent Delays in construction project *Journal of Construction Engineering and Management*

Lokesh, K. (1992), *Methodology in Education Research*. Vikas Publishing House

Luu, V., Kim, S., Van Tuan, N., & Ogunlana, S. (2009). *Quantifying schedule risk in construction projects using bayesian belief networks*. International Journal of Project Management

Macfarlane, R. (1993). *A community involvement in city challenge: A policy Report*, London: NCVO.

Mbabazi, P. K. (2005). *Which way for Africa in the 21st Century?* CODESRIA bulletin 3&4, 53

Mbachu J, Nkando R (2007). *Factors constraining successful building project implementation in South Africa*, Construction Manage. Econ. 25(1):39-54.

Mugenda.O.M & Mugenda A.G (1999) *Research Methods: Quantitative and Qualitative approaches.* ACTS press, Nairobi,Kenya

Mugenda, M. (2003), *Research Methods, Qualitative and Quantitative approaches*, African Centre for Technology Studies, Nairobi, Kenya.

Mulwa F. W. (2007). *Participatory monitoring and evaluation of community projects. Community Based Project Monitoring, Qualitative Impact Assessment and People Friendly Evaluation Methods.* Eldoret, Kenya: Zapf Chancery and P. Olivex Publishers

Mwabu, G., Mwangi, K., Kimalu, P., Nafula, N., & Manda, K. (2002) *Predicting household poverty: A Methodology Note with a Kenyan Example. Social Sector*

Division, Discussion Paper No. 12. Kenya Institute for Public Policy Research and Analysis (KIPPRA), Nairobi Kenya.

Nassiuma, D.K (2000), *Survey sampling:Theory and Methods*.Njoro, Kenya, Egerton University Press.

Ngesa, R. A (2012*), Influence of institutional factors in timely completion of infrastructure projects: a case of world bank financed projects in the road sub-sector in kenya*. Masters Degree, University of Nairobi

Ochieng, C. M. O. (2007). Development through positive deviance and its implications for economic policy making and public administration in Africa: The case of Kenyan agricultural development, 1930ï 2005. *World Development*, *35*(3), 454-479.

Odhiambo, P. (2007). Impact *of Kenya education staff institute training on secondary school management in Kenya (Case Study of Siaya District).* A Research Proposal for the Degree of Doctor of Philosophy in Evaluation of Educational Programmes. Department of Education Comm.-Tech and Curriculum Studies, Maseno University, Kenya.

Odoyo, C. (2013). *Factors Affecting Implementation of Community Projects: Case of Kimira–Oluch Smallholder Farm Improvement Project in Homa Bay County, Kenya*

Olukoshi, A. and Nyamnjo, F. (2005). *Rethink African development.* CODESRIA Bulletin, 3&4

Orodho, A.J (2002). *Essential of educational and social sciences researchers methods*. Nairobi : Masda publishers.

Orodho, J.A. (2004). *Techniques of writing Research proposals and Reports in Educational and social sciences*, Nairobi; Masda publishers.

Oser, J (1967) Promoting Economic Development Nairobi. East Africa Publishing House.

Otieno G.O (2007). *Measuring effectiveness of Constituency Development Fund on Poverty*

Ozdemir, M. (2010), *A probabilistic schedule delay analysis in construction projects by using fuzzy logic incorporated with relative importance index (rii) method.* A thesis submitted to the graduate school of natural and applied sciences of Middle East Technical University.

Reiss, B. (1993) *Project Management Demystified*. E and F N Spon, London.

Ribot, J. (2002). *African decentralisation: Local actors, powers and accountability.* United Nations Research Institute for Social Development

Sambasivan, M. and Soon, Y.W. (2007). Causes and Effects of Delays in Malaysian Construction Industry, *International Journal of Project Management*, 25(5) (2007) pp 517-526.

Seddon, J.(2008) Systems Thinking in the Public Sector: The failure of the Reform regime and a manifesto for a better way. Triachy press, UK

Selltiz, C. (1977). *Research Methods in Social Sciences***.** S.L: Editions, HRW

Shehu, Z. and Akintoye, A. (2009). The Critical success factors for effective programme management: a pragmatic approach. *The Built & Human Environment Review* **2**: 1-24.

Skinner, S (1995) *Building Community Strength, London*: Community Development Foundation.

Stoker, G.(1997) Local political participation. Newyork: Joseph Rowntree Foundation.

Sullivan, M. & Mayer, J. (2010). *The Impact of Funding Issues on Project Delivery, U.S. Department ofTransportation,* Federal Highway Administration: 1-2.

Thomsen, C. (2008). *Program management: concepts and strategies for managing capital building programs*. Construction Management Association of America Foundation.

Ubani, E.C, Okorocha, K.A and Emeribe, S.C (2013). Analysis of factors influencing Time and Cost overruns on construction projects in South Eastern Nigeria: International journal of management Sciences and Business Research. Vol. 2 issue 2-ISSN(2226-8235)

Waddock, S. & Andriof, J., (2002). Unfolding stakeholder engagement. In*Unfolding stakeholder thinking: Theory, responsibility and engagement* (Vol. 17, No. 42, pp. 17-42). Greenleaf Publishing in association with GSE Research.

Weiss, J. and D. Potts (2012). *Current Issues in Project Analysis for Development*, Edward Elgar Publishing.

Winstanley, D (1995) ñ When the pieces Donôt Fitò : A Stakeholder Power Matrix To Analyse Public Sector Restructuring. Public.Mon.Manage 13(1): 19-26

Zulu, S. & Chileshe, N. (2008*). The impact of service quality on project performance: A case study of building maintenance services in Zambia*, Association of Schools of Construction of Southern Africa, Cape Town: South Africa.

APPENDICES

APPENDIX 1: Questionnaire

This questionnaire is designed to gather information on the factors affecting timely completion of construction of tea buying centres in Kisii County, Kenya. The study is being carried out for a research project in partial fulfillment of the requirements for the award of degree of Master of Arts degree in Project Planning and Management of the University of Nairobi. The information in the questionnaire will be treated with absolute confidentiality and at no instance will the name of the respondent or that of the organization he/she represents be mentioned in the research nor will the information provided be used for any purpose other than for this research.

SECTION A: General Information

Please tick (ã) the appropriate box to indicate your answer.

1. Please indicate your sex

   Male [ ] Female [ ]

2. Age

   Below 25 Year [ ] 25 ï 35 Years [ ] 35 Years and above [ ]

3. For how long have you worked/ associated with the factory?

   Below 5 years [ ] 6-10 [ ] 11-15 [ ]

   16-20 [ ] Over 20 years [ ]

4. Please indicate your nature of interaction with factory?(Employee, Director or farmer)é é é é é é é é é é é

   é

5. Kindly indicate your highest professional qualification (Employee and Directors only)

Certificate [ ] Diploma [ ] University [ ]

Bachelor Degree [ ] Master [ ]

Other (specify)é é é é é é é é é é é

SECTION B: Factors contributing to the timely completion of projects

6. In your view, what are the factors that contribute to the timely completion of construction of tea buying centers in Kisii County?

No	Factor
1	
2	
3	
4	
5	

7. To what extent do the factors you have listed in 6 above influence the timely completion of these projects?

No	Factors	Please indicate the extent				
		To a very large extent	To a large extent	Neutral	To negligible extent	To no extent at all
		5	4	3	2	1
1						
2						
3						
4						
5						

8. Briefly explain why you consider the factors listed above as key in determining the timely completion of tea buying center projects?é é é é é é é é é é é
é .
é .
é .

SECTION C: Community Participation and Timely Completion of Projects

9. In your opinion, to what extent, does the community participate in the following activities, in relation to the construction of tea buying centers?

No	Factors	Please indicate the extent				
		To a very large extent	To a large extent	Neutral	To negligible extent	To no extent at all
		5	4	3	2	1
1.	Efforts to increase resources					
2.	Exercise control over resources					
3.	Influence the direction of projects					
4.	Execution of the projects					
5.	Contribute in the project design					
6.	Making of decisions					

10. Please indicate the level of community participation in the construction of tea buying centers in your area.

No		Please indicate the level				
		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
		5	4	3	2	1
1.	Passive Participation					
2.	Participation in information giving					
3.	Participation by consultations					
4.	Participation by material incentive					
5.	Functional Participation					
6.	Interactive participation					
7.	Self-Mobilization					

11. In your opinion, to what extent does community participation affect the timely completion of community initiated projects?

[ ] To a very large extent

[ ] To a large extent

[ ] Neutral

[ ] To a negligible extent

[ ] To no extent at all

SECTION D: Availability of Funds on Timely Completion of Projects

12. Please indicate the available sources of funds for construction of tea buying centers in Kisii County?..................................é é é é é é é é é é é
é é
é é é é é é é é é é é é ...é é é é é é é é é é é é é é é é é é ..

13. To what extent, do the following factors affect the availability of funds for the community initiated tea buying center projects?

No	Factors	Please indicate the extent				
		To a very large extent	To a large extent	Neutral	To negligible extent	To no extent at all
		5	4	3	2	1
1.	Source of Funding					
2.	Financial Management System in place					
3.	Good leadership with Integrity					
4.	Capacity of systems and structures to handle funds					
5.	Academic qualification of staff and experience					
6.	Availability of Strategic Plans					

14. In your opinion, to what extent does the availability of funds for the projects affect the timely completion of community initiated projects?

[ ] To a very large extent

[ ] To a large extent

[ ] Neutral

[ ] To a negligible extent

[ ] To no extent at all

SECTION E: Technical Competences on Timely completion of Projects

15. In your view, what are the functions of a project manager in construction of tea buying centres?

é é é é é é é é é .....é é é é é é é é é é é

é é

é é é é é é é é é é ...é ..

16. Please indicate the level to which you agree with project managers having the following set of skills and knowledge to effectively carry out the functions you have outlined above.

No		Please indicate the level				
		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
		5	4	3	2	1
1.	Project Planning					
2.	Fundraising skills					
3.	Financial Management					
4.	Controlling and Coordination					
5.	Performance/Progress Reporting					
6.	Monitoring and evaluation.					

17. In your opinion, to what extent does the project managersô technical competencies affect the timely completion of construction of tea buying centres?

[ ] To a very large extent

[ ] To a large extent

[ ] Neutral

[ ] To a negligible extent

[ ] To no extent at all

SECTION F: Routine supervision on Timely Completion of Projects

18. Indicate your level of agreement with the following

No		Please indicate the level				
		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
		5	4	3	2	1
1.	Routine supervision improves the overall efficiency of project planning, management and implementation					
2.	Routine supervision affects the timely completion of projects					

19. To what extent are the following indicators relevant in routine supervision of construction of tea buying centers projects?

		Please indicate the extent				
No	**Factors**	To a very large extent	To a large extent	Neutral	To negligible extent	To no extent at all
		5	4	3	2	1
1.	Availability					
2.	Relevance					
3.	Accessibility					
4.	Utilization					
5.	Coverage					
6.	Quality					
7.	Effort					
8.	Efficiency					
9.	Impact					

SECTION G: RECOMMENDATIONS

20. What solutions would you recommend to the above challenges to ensure timely completion of community initiated tea buying center projects.................................
é ....
é ....

THANK YOU

APPENDIX 2: Interview Questions

1) What are some of the challenges that affect the timely completion of construction of tea buying centers?
2) What are some of the sources of funds available for such projects?
3) What are some of the factors that limit the community from accessing some of these funds?
4) Do the technical competencies of the project managers and teams affect the timely completion of the projects?
5) Do you think regular supervision will have any impact on the completion time of the projects?
6) Do you think the community has the capacity to undertake regular supervision and does the factory offer any extension services with this regard to the community?
7) Is the community involved in the construction of tea buying centres? If yes, in which way and does that affect the overall completion time?

APPENDIX 3:Map of Kisii County