# DETERMINANTS OF COMPLETION RATE OF COUNTY GOVERNMENT FUNDED PROJECTS IN KENYA; A CASE OF URBAN INFRASTRUCTURE PROJECTS IN KISII TOWN, KISII COUNTY

**BY**

**FAITH CHEPNGENO MUTAI**

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## DECLARATION

This research project is my original work and has not been presented for an award of masters in any other university or institution.

Signature……. Date: …….

**FAITH CHEPNGENO MUTAI**

**L50/850/51/2016**

**Approval by Supervisor**

This research project has been submitted for examination with my approval as University supervisor

Signature…….. Date: ……

Dr. Moses Otieno

Lecturer

School of continuing and distance education.

**UNIVERSITY OF NAIROBI**

## DEDICATION

This research proposal is dedicated to my family for their encouragement and giving me ample time to undertake my postgraduate studies which deprived them of my presence and attention.

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## LIST OF ABBREVIATIONS AND ACRONYMS

**IPD** Initial Project Definition

**KPMG** Kenya Project Management Group

**PCP** Project Construction Policy

**M&E:** Monitoring & Evaluation

**NACOSTI:** National Council of Science and Technology Innovation

**NGOs:** Non-Governmental Organization

**PM&E:** Participatory monitoring and evaluation

**RWSSP:** Rural Water Supply and Sanitation Project

## ABSTRACT

More often than not, it has been established that the devolved funds are not objectively employed for successful completion of developmental projects. Delays and non-completion of projects from initial cost plan has been prevalent on government sponsored projects. In Kisii town the situation has not been different, delays and non-completion of projects from initial cost plan has been prevalent on urban infrastructure funded by the county government.However, there has been no particular research to address the problem of completion of urban infrastructure projects funded by the county government which has been so rampant. The purpose of the study is to examine the determinants of completion of county government funded urban infrastructure projects in Kisii town, Kenya. The study was guided by the following research objectives; to establish the influence of availability of finances, Project Plans, manpower and stakeholder's participation on completion of county government funded urban infrastructure projects in Kisii town, Kenya. In order to clearly examine the topic of research, descriptive survey research design was used. This method of research is preferred because a researcher was able to collect data to answer questions concerning the current status of urban infrastructure projects in Kisii town. The respondents were stratified in two categories such as the project beneficiaries and key informants. Census sampling technique was used to select key informants, county government officials and project beneficiaries. A sample size of 68 was selected. The study information was collected by use of interview schedules, questionnaires, document analysis and focus group discussions (FGDs). The collected data was analyzed using both qualitative and quantitative techniques to ensure triangulation. Qualitative data was analyzed using thematic data analysis taking into account common words, phrases, themes and patterns in order to enhance understanding (content analysis) in line with the study objectives. This research has established that urban infrastructure project completion rate in Kisii town, Kisii County is faced with major constraints ranging from funding, project planning, availability of skilled manpower and stakeholders participation. County funded urban infrastructure projects are affected by the financial constraints during the time of their implementation. Before the commencement of any project, there should be proper planning as this will greatly determine its successful completion. Poor project planning can easily bring down response strategies where they are at completion stage. The county government should make sure that enough funds are available based on reliable estimate made prior to the inception urban infrastructure projects. Where funds from the

national government is not sufficient, they should source for funds from donors, fundraising and county taxation to add more revenue. The county leadership ought to ensure that the major stakeholders of the county are involved in the county programs for inclusivity and allowing them to own the projects.

# CHAPTER ONE
# INTRODUCTION

## 1.1 Background of the study

The demand for major projects has never been greater, and largely driven by an increasing global population, aging infrastructure, increasing urbanization, and continued development of emerging markets (KPMG, 2012). With demand are the challenges for owners, contractors, and other stakeholders to successfully deliver the much-needed infrastructure projects (Taleb, 2009). According to KPMG (2009), the reality of the situation is that similar to world markets, capital projects have become increasingly complex and challenging. What worked in the past is no longer good enough today and will definitely not be good enough in the future.

The period taken in executing infrastructure projects is increasingly becoming an issue of major concern among stakeholders. According to Smith (2011), large infrastructural projects are inherently complex and the dynamics for their implementation involves proper planning, identifying and conveying clients, and assessing actual needs and requirements accurately to the project team. Briefing is critical to the successful completion and delivery of Construction projects, as there are many limitations, inhibiting effectiveness of such undertakings, resulting in frequent and severe project delays. Such factors affect construction projects (Owuor and Ruth, 2013). The impact of delays is that funds committed on projects do not benefits intended recipients and subsequently results in cost and time overrun.

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 good project intervention that may lead to desired completion rate of any project purely relies on implementation.

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.

Lin-lin et al., (2014) conducted a study on understanding of government funded projects in China's infrastructure and construction projects. They established that the development of public projects practices in China remains relatively slow despite the urgent need to promote this mechanism for solving socio-economic and environmental disputes in PIC projects. Thus, a four-step strategic plan is suggested to be established to overcome main barriers for the implementation of public participation and promote its development in China.

Ektewan and Ogunlana (2006) did a study on public hearings in Thailand's infrastructure projects. They found that the projects had moderate to low effectiveness primarily because the participation and management performance aspects did not meet the participants' expectations. The relationships of evaluation and satisfaction indices were examined. The hearing participants focus both on the process and outcome of hearings

In Kenya like many other countries infrastructure construction industry is one of major industry contributing significantly to the socio-economic development growth. Achieving project completion on time, within budget, at specified quality standards, and most importantly without unprecedented cost escalations is major criterion of success of project. Generally, a project is considered successful if the project is completed within a stated cost or budget and time. Although the government of Kenya sets aside huge sums of money to be spent in construction sector, the industry is facing a lot of challenges such as the expenditure exceeding the budget, delay to complete the project in time, the building defects and over-reliance on foreign workers (RoK,2012).

The World Bank (2013) carried a research on the state of projects implementation by county governments under the funds from the IMF and Dutch government in Nairobi, Muranga, Kisii, Kwale and Nandi, and found out that, only 21% of the development projects were efficiently and effectively completed in 2012/2013.Projects like re-carpeting of the existing roads, building of new classes in schools, erecting new hospital wards in the established hospitals, acquisition of

new ambulances, agricultural tractors and water pumps failed to the tune of 48.25% in these counties. The Government of Kenya (2013) reports that 49.21% of the planned county development projects could not be achieved due to some unnecessary issues that could otherwise be avoided. Majorly affected counties like Kisumu, Bomet, Garissa, Mombasa, Kwale, Kisii, Makueni, Kitui and Migori were said to have embraced political agitations that left its members in constant wars between the CORD and Jubilee MCAs at the expense of implementing projects

In Kisii county delays and non-completion of projects from initial cost plan has been prevalent on urban infrastructures. However, little or no efforts have been made to curtail the phenomenon. Indeed there is a significant gap existing rendering evident of a great disparity on project completion rate, thus indicating need for this study in order to explore the determinants of project completion rate in Kisii County; Kenya.

**1.2 Statement of the problem**

Kenya has invested heavily in infrastructural projects aimed at making Kenya industrialized by 2030. More often than not, it has been established that the devolved funds are not objectively employed for successful completion of developmental projects. Many projects derail in completion while others are abandoned altogether according to National Taxpayers Association (NTA, 2014). Project failure contributes to irreparable loss to society and to the economy as whole. Delays and non-completion of projects from initial cost plan has been prevalent on government sponsored projects. In Kisii town the situation has not been different, delays and non-completion of projects from initial cost plan has been prevalent on urban infrastructure funded by the county government. However, little or no efforts have been made to curtail the phenomenon. Indeed there is a significant gap existing rendering evident of a great disparity on project completion rate. While several studies (Musa, 2009: Karimi, 2008;Tulakhaba 2008, Mwandali, 2006) have been done focusing on different aspects of project completions and further appreciating the crisis in every project in terms of completion, all empirical evidences are in short of the actual factors that influences the completion itself. There has been no particular research to address the problem regarding completion of urban infrastructure projects in Kisii town. It is against this background that this study seeks to investigate the determinants of completion of county government funded urban infrastructure projects in Kisii town, Kenya.

### 1.3 Purpose of the study

The study sought to examine the determinants of completion rate of county government funded urban infrastructure projects in Kisii town, Kenya.

### 1.4 Objectives of the study

The study was guided by the following objectives:

i. To establish the influence of availability of finances on completion rate of county government funded urban infrastructure projects in Kisii town.
ii. To investigate the influence of Project Plans on completion rate of county government funded urban infrastructure projects in Kisii town.
iii. To examine the influence of manpower on completion rate of county government funded urban infrastructure projects in Kisii town.
iv. To analyze the influence of stakeholders' participation on completion rate of county government funded urban infrastructure projects in Kisii town, Kenya.

### 1.5 Research questions

The study was guided by the following research questions:

i. What is the influence of availability of finances on county government funded urban infrastructure projects in Kisii town?
ii. What is the influence of Project Plans on completion rate of county government funded urban infrastructure projects in Kisii town?
iii. What is the influence of manpower on completion rate of county government funded urban infrastructure projects in Kisii town?
iv. What is the influence of stakeholders' participation on completion rate of county government funded urban infrastructure projects in Kisii town, Kenya.

### 1.6 Research Hypothesis

The study was guided by the following research hypothesis:

i. There is no relationship between availability of finances and completion rate of county government funded urban infrastructure projects in Kisii town.
ii. Project Plans do not influence completion rate of county government funded urban infrastructure projects in Kisii town.
iii. There is significant relationship between manpower and completion rate of county government funded urban infrastructure projects in Kisii town.
iv. Stakeholders' participation has no influence on completion rate of county government funded urban infrastructure projects in Kisii town, Kenya.

### 1.7 The Significance of the Study

This study helps project management professionals of all categories to expedite the success of urban infrastructure projects completion rate by improving on management systems as well as the factors that will induce project successful completion rate. In addition, project clients also benefit from the findings of this study and reduce significantly the cost that incurred out of stalling project. This will be evident because they will apply the findings of this study in ensuring the risk factors that may cause their projects not be delivered successfully are managed. The Kisii county government will be able to gain information that will help it to ensure smooth and proper implementation of development projects especially the troubled urban drainage systems and roads network. The findings are important to educationist and researchers as basis for further researches. The study provides the background information to research organizations and scholars who would want to carry out further research in this area. The study will facilitate individual researchers to identify gaps in the current research and carry out research in those areas.

### 1.8 Delimitation of the study

This study will seek to find out the determinants of project completion of county government funded urban infrastructure projects in Kisii town, Kenya. It will specifically look at the factors associated with success in urban infrastructure projects to reflect how these will guide the

completion rate of these projects in the County. Factors such as land that will be used for construction of houses, environment and government policies which will be important in construction projects but they will not be considered in this study, thus becoming delimitation. The geographical scope will be selected from the county urban projects that are going on within Kisii town, Kisii County, Kenya. The research targets the employees of various ministries in the county government and some selected direct beneficiaries of urban development projects. This included projects in construction of referral hospital, health centers, Gusii stadium, construction of Bus Park and road maintenance, construction of modern markets, urban water supply and drainage system within Kisii town

### 1.9 Limitation of the study

This study was limited to the challenge of time which was a constraint. Time between studies, research and work was inherently competing, though extra time was sought to compensate for this. The study also faced the constraint of inadequate budget. The unavailability of budget also negatively affected the study. Therefore an alternative source of finances was sought. The respondents especially those working with the county government didn't give information freely especially when the people involved in projects that had failed are their seniors. However this was minimized by promising them to treat the information with high confidentiality.

### 1.10 Assumption of the study

This study was based on the assumption that the county government was aware of all the infrastructural projects under its jurisdiction, those projects that have failed to kick off, have stagnated and those that have been successfully implemented and therefore will be easy getting documented information. The study also assumed that the challenges facing infrastructural projects implementation in the county are uniform both in the national and county governments.

### 1.11 Definition of terms

**Devolved Units**-Is the statutory granting of powers from the central government of a state to government at a sub-national level, such as a regional, local or county level.

**Funding:** Act of providing resources, usually in form of money or other values such as effort or time

**Project**: An activity with a starting date, specific goals and conditions, defined responsibilities, a budget, planning, a fixed end date and multiple parties involved.

**Project Plan**: A formal document designed to guide the control and execution of a project.

**Project managemen**t: Understanding the needs of stakeholders, Planning what needs to be done, when, by whom, and to what standards, Building and motivating the team, Coordinating the work of different people, Monitoring work being done, Managing any changes to the plan, and Delivering successful results.

**Project Completion**: The last step in a grant or contract's life cycle whether cost reimbursable or fixed price is project closeout.

**Stakeholders:** A person with an interest in a project

### 1.12 Organizational of the Study

This study was organized in five chapters. Chapter one provides a background on determinants influencing implementation of construction projects in devolved units, statement of the problem, research objectives, research hypothesis and research questions that the study looks forward to answer, purpose of the study, and significance of the study, delimitations and scope of the study. It also provided definitions of significant terms used in the study and organizational of the study. Chapter Two outlines the various schools of thought (literature review) on factors influencing implementation of urban infrastructure projects and challenges facing the construction industries. The discussions were based on the research objectives. Chapter three outlines the research design and methodology that was used for purposes of completing the study. It also describes research design, target population, sample, sampling procedure and data collection instruments, pilot testing of the instruments, data collection procedures and data analysis techniques, ethical considerations and operational definition of the variables.

# CHAPTER TWO
# LITERATURE REVIEW

## 2.1 Introduction

This chapter provides an overview of the literature related to factors influencing completion of construction of projects based on previous studies. It encompasses empirical reviews as well as conceptualization of the theories and elements underpinning the study area. Lastly, it provides a focused summary that highlights the existing research gap.

## 2.2. Reviewing of relevant literature

### 2.2.1 Influence of availability of finances on completion rate of urban infrastructure projects

Most government funded projects are hurdled by the financial constraints during the time of their implementation. Since most budgets are based on operating departments, it is important to superimpose key non dollar factors that would signal whether the strategic programs are proceeding on schedule. The concern for financial measurement accuracy in the budgets seems to have jeopardized the concern for relevance in some companies' budgets (Holland *et al*., 2009). The various program alternatives need to be economically evaluated in two respects. First, there are different ways to achieve a particular strategic implementation action and these alternatives should be compared. A cost/benefit analysis is needed, but unfortunately is done too often on narrow grounds. By only looking at the financial costs and benefits without taking a strategic risk-assessment into account one might easily pursue the less favourable project or fail to search for less risky alternatives (Porter 1985). The choice of plan alternative should put major emphasis on maintaining strategic flexibility. Unfortunately, a too narrow financial analysis typically seems to take place which does not pay proper attention to maintaining strategic flexibility. The second aspect of the economic evaluation of the response strategizing activities relates to the aggregation of strategic programs into an overall "package" for the division. Many businesses do not take existing programs into account when choosing the overall "package" of strategic programs; thus, the continued relevance of existing strategic programs is not examined (Graham and Englund, 1997).

Chan et al, (2008) hold that the most important cause of delays in the construction sector is financing by the contractor during the project, changes in designs by the owner or his agent during the construction, delays in contractor’s payment and non-utilization of professional

construction management. In (2009), Ravindra argued that investment in a constructed facility represents a cost in the short term that returns benefits only over the long term use of the facility. Thus, costs occur earlier than the benefits, and owners of facilities must obtain the capital resources to finance the costs of construction Pilcher, (1992). A project cannot proceed without adequate financing, and the cost of providing adequate financing can be quite large Dissanayaka and Kumaran Sammy, (1999). For these reasons, attention to project finance is an important aspect of project management. Finance is also a concern to the other organizations involved in a project such as the general contractor and material suppliers Kerzner(1998). Unless an owner immediately and completely covers the costs incurred by each participant, these organizations face financing problems of their own (Odusami and Olusanya, 2000).

According to Bathurst and Butler, (1980) cost and designs are closely linked and it is important to ensure that projects are delivered within their approved budgets and that the design represents value for money. Projects should be designed taking account of both capital and operational costs, whole-life costing is an integral part of the design process, and whole life costs of key components of a facility should be considered during the design process Majid, (1998). To ensure value for money, a balance should be struck between initial capital costs and expected replacement costs over the life of the facility Bosire, (2012).

Ochieng and Tubey, (2013) observe that at a more general level, project finance is only one aspect of the general problem of corporate finance. If numerous projects are considered and financed together, then the net cash flow requirements constitute the corporate financing problem for capital investment. Ashworth, (1994) postulates that whether project finance is performed at the project or at the corporate level does not alter the basic financing problem. In essence, the project finance problem is to obtain funds to bridge the time between making expenditures and obtaining revenuesKerzner, (1998). Based on the conceptual plan, the cost estimate and the construction plan, the cash flow of costs and receipts for a project can be estimated. Normally, this cash flow will involve expenditures in early periods Mbachu and Olaoye, (1999). Covering this negative cash balance in the most beneficial or cost effective fashion is the project finance problem. During planning and design, expenditures of the owner are modest, whereas substantial costs are incurred during construction Harris and MacCaffer, (2005). Only after the facility is complete do revenues begin. In contrast, a contractor would receive periodic payments from the

owner as construction proceeds. However, a contractor also may have a negative cash balance due to delays in payment and retain age of profits or cost reimbursements on the part of the owner Bathurst and Butler, (1980).

### 2.2.2 Influence of Project Plans in the Completion Rate of Urban Infrastructure Projects

Construction industry has a very poor reputation in 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 Al-Momani, A. (2000). The duration of construction projects is increasingly becoming an issue of concern among the stakeholders in the construction industry. 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 El Razek, Basssioni and Mobarak, (2008). On the other hand, Amusan, (2009)discovered that inadequate planning, contractors project inexperience, inflation, incessant and variation order, change in project design, project complexity, shortening of contract period and fraudulent practices are factors that results in cost overrun on construction sites.

Plans considered by owners for facility financing typically have both long and short term aspects Ashworth, (1994). Many of these financing options involve the participation of third parties such as banks or bond underwriters. For private facilities such as office buildings, it is customary to have completely different financing arrangements during the construction period and during the period of facility use. On the other hand, the options for borrowing by contractors to bridge their expenditures and receipts during construction are relatively limited El Razek, et al (2008). Construction projects are graded very successful if the work is completed within budget and to the deadlines agreed in the specification. However, the sad truth is that not all projects are guilty of being successful Barnes, (2012).

Ferry, Brandon, and Ferry, (1998) argue that many projects experience failure due to the uncertainties associated with construction projects which include weather, materials, equipment, money and profitability, disagreements between clients, contractors and subcontractors, statutory regulations, economic and political issues and functionality and purpose. To prevent these failures from constantly occurring, the types of failures need to be addressed so future construction projects do not fall into the same category of ‘unsuccessful construction projects’. It

is clear that some of these failures occur regardless of careful planning due to uncontrollable conditions such as climate change, recession, delayed deliveries etc. Therefore addressing the controllable issues, contractors can incorporate these problems into their specification.

### 2.2.3 Influence of availability of man power on the Completion rate of urban infrastructure projects

Bruce and Dulipovici (2001) defined labour shortages in simple terms as the difficulty in finding the right people to fill the available job. Labour shortage is a problem faced by many countries all over the world. This is shown by the reports by Wang (2010) and Hanim (2010). As stated by Trendle (2008), there are several causes of labour shortages; a shortage of skilled labour can result from an increase in the demand for labour. This is due to the increase in demand for the goods or services provided. In the construction industry context, the buying power of the consumer and this will lead to higher quality buildings being produced to meet increasing demands. Thus, more skilled personnel are required to produce high quality work. The second cause of labour shortage is the cost of foreign labour. Hanim (2010) claimed that higher recruitment costs of foreign labour due to payment for the levy, medical checkup, security bond and medical costs by the employers lead to labour shortages in Malaysia. In the Malaysian construction industry, unskilled foreign labourers are widely used because the prices of foreign labourers are much cheaper compared to local labourers. Hence, the increasing cost to hire foreign labour will result in labour shortages in the construction industry and at the same time, contribute to delays in construction projects in Malaysia.

Sweiset al, (2008) also indicated that shortage of manpower including skilled, semi-skilled and unskilled labour causes delays in construction projects. This is further supported by Sambasivan and Yau, (2007) who conducted a study in Malaysia and found out that labour supply is ranked number seven out of twenty eight causes of construction delay. It shows that labour supply is the major cause of delay due to the construction industry in Malaysia making use of foreign workers, some of which are working illegally in Malaysia. These illegal workers are frequently detained by Malaysian immigration officials and deported, causing further shortages of labour in the construction industry.

### 2.2.4 Stakeholders' Role in Completion rate of Urban Infrastructure

Every project manager needs to identify project stakeholders and determine their needs and expectations of the project (Bright, 2010). Effective communication between stakeholders will ensure the project is successful and that everyone is on the same page. A stakeholder is someone that is involved in your project or has a vested interest in its success or failure. Knowing who your stakeholders are is important and the process begins by developing healthy relationships. They help decide on issues from the beginning, during planning and at execution of the project. Therefore, stakeholders should understand how the project functions, including the project scope, milestones and goals (World Bank, 2013).

World Bank (2013) continues to show that here are five major types of stakeholders, Project manager, Project team, Functional management, Sponsors and Customers. Within the stakeholders, you have both internal and external classifications. Internal stakeholders are those directly affected by the project, such as employees. External stakeholders are not a part of the business, such as vendors or suppliers, but have an interest in its outcome (Wami, 2012).

Primary stakeholders have a major interest in the success of a project because they are directly affected by the outcome. Customers and end users are primary stakeholders as well as some project sponsors, project managers, and team members. According to corporate geek (2010), project sponsors are accountable for keeping the project on schedule. They should schedule regular meetings to review timelines, addressing complications that may arise, and assuring that the project manager remains on the task. Sponsors allocate and supply resources and finances to fund the project. The sponsor should have a clear understanding of what's expected in accordance with the scope, schedule, and resources needed for the project. Success of a project is largely dependent on the project sponsors leadership and support. The leadership provided by the sponsor helps identify cost overruns and provides alternatives in order to remain on budget (UN, 2010).

The role of secondary holders is also important in infrastructural projects success. Secondary stakeholders help to complete the project. Though their role isn't primary, they assist with administrative processes, financial, and legalities. Communication between primary and secondary types of stakeholders will ensure that everyone is working toward the same goal. Lack of communication can cause a breakdown within the project. Project managers are internal

stakeholders because they are directly involved in developing the project. They have authority to manage the project by handling responsibility of work performance, organizing and planning; effectively ensuring that all phases of the project are done accurately and efficiently. Vendors, suppliers, and outside organizations are external stakeholders because they supply needed elements for a project's success, they need to stay in communication at all times on goals, milestones and deliverables (UNDP, 2012).

Baroudi, Olson and Ives (2006) did an empirical study of the impact of stakeholders' involvement on projects success in Nigeria and Kenya. They argue that stakeholder involvement in projects identification for example, development, resources identification, resources providence and M&E is generally considered an important mechanism for improving system quality and ensuring successful infrastructural projects implementation.

A report by the World Bank (2013) duped Devolution without Disruption—Pathways to a Successful New Kenya shows that, in roads construction in Kenya for example have had a number of stakeholders like the Africa development banks, world bank and many more who have been providing funds, giving direction for monitoring and to some extent help in monitoring and evaluation of the projects. World Bank (2013) reports that, major stakeholders cannot be ignored it infrastructure development since the projects require trained people for resources identification, financing and resources allocation.

## 2.3 Theoretical Framework

This study will be guided Resource Based View Theory**.** The core premise of the resource-based view is that organizational resources and capabilities can vary significantly across firms, and that these differences can be stable (Hijzen, Görg& Hine, 2005). If resources and capabilities of a firm are mixed and deployed in a proper way they can create competitive advantage for the firm. Firms with higher competitive advantage tend to create a sense of confidence in stakeholders that their support, whether financial or otherwise, will be valued and put into action. The resource-based view in outsourcing builds from a proposition that an organization that lacks important, uncommon, unique and organized resources and capabilities, shall seek for an external provider in order to overcome that weakness (Müller &Jugdev, 2012). Stakeholders will want to be involved in projects that have the resources available well managed. Outsourced resources tend to facilitate the reduction of costs of the entire project. Thus, stakeholders can be convinced that the project managers are working towards the achievement of the project at minimum costs for maximum utility and benefit.

In the context of the current study, the County Government – funded infrastructure projects, in line with project management, undergo transformation. In this case, the projects' inputs are in form of funds they get from the County Government Ministry of Finance and Planning. The funds are supposed to be implemented in order for the projects to be successfully completed. The performance in the case of the aforementioned projects is measured by how successfully the projects are completed. Crawford, (2010) study found out that project managers —do not necessarily have the required competence or perform the full activities required to promote and implement the changes that they are leading as part of their projects

## 2.4 Conceptual Framework

The conceptual framework for the study as illustrated in figure 1 indicates the relationship between the variables. The defining premise for the framework as derived from the literature review is that manipulation of the independent (Predictor) variables consisting of project plans, funding, socio-political factors, feasibility study and availability of personnel in the construction projects within devolved units. The framework further illustrates the moderating and intervening variables identified and government policy and construction laws. It also includes the indicators of the dependent variables that would be used to measure the levels of influence which is completion rate of urban infrastructure projects.

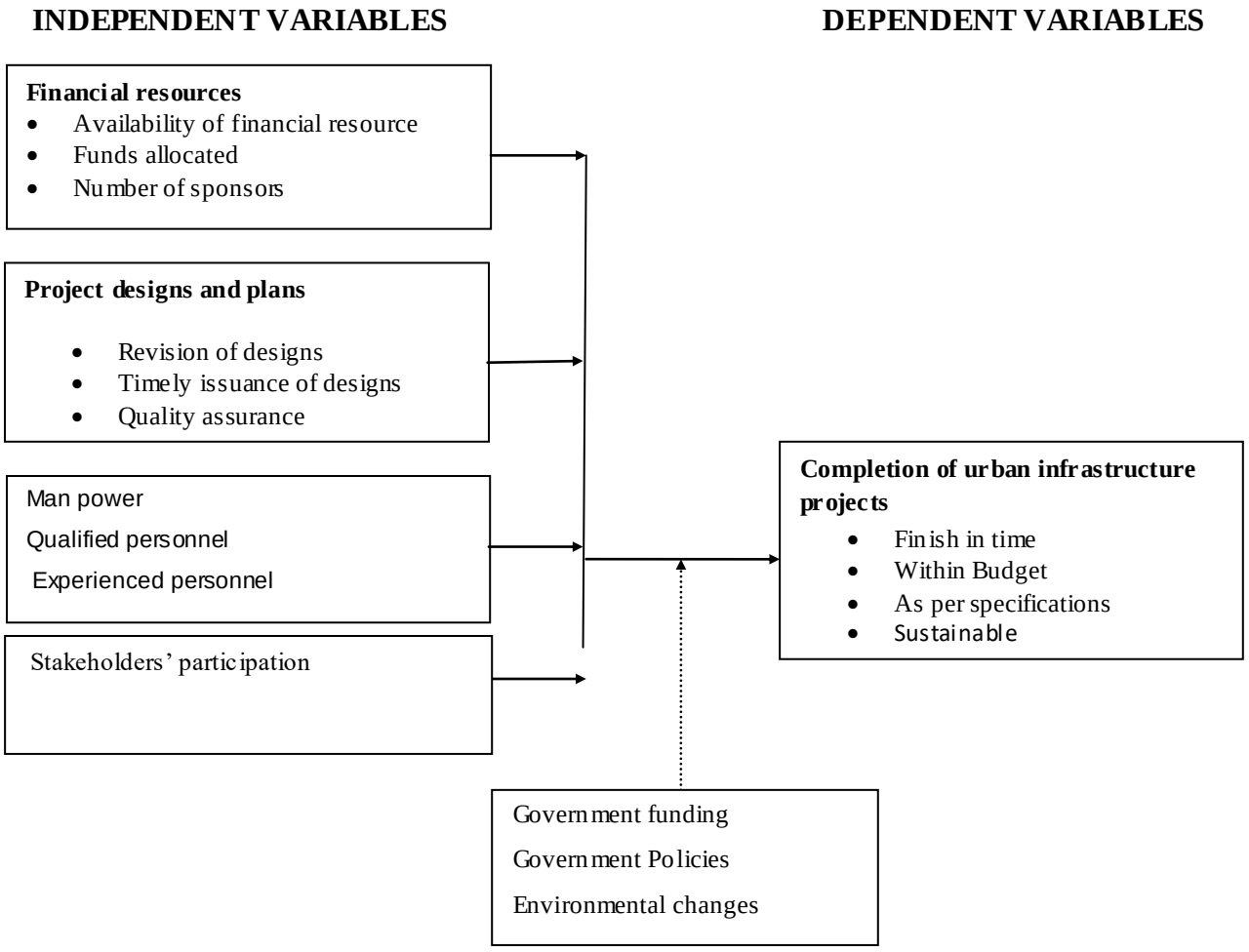


**Figure1.** Conceptual Framework showing the relationship between the determinants of completion of county government funded urban infrastructure projects in Kisii town, Kenya.

## 2.5 Gaps in Literature

Several studies have been done on factors affecting urban infrastructure completion and causes for delays in projects; Al-Momani, (2000); Sweis, et al, (2008); Rosazuwad, (2010); Sambasivan and Yau, (2007); Enshassi et al, (2009); Ochieng and Tubey, (2013) and Chan et al, (2008); Jagboro, (1998); Majid, (1998) and El Razek et al, (2008)to mention but a few. Regardless of the approaches adopted by various international agencies, scholars in examining the completion rate of urban development projects and the underlying factors influencing the same, the existing literature on this topic suffer various weaknesses and gaps: so far, very little attempt has been made towards unearthing the significance of those factors in influencing completion rate. This is an area which calls for the collection of hard data from the field and analyzing them so as to determine how the findings can be incorporated and integrated in the planning of faster completion rate of construction of the urban projects. The existence of these gaps in the literature, calls for further research on the inherent factors influencing completion rate of infrastructure projects. Such information is crucial and forms an integral part in the planning and management of construction projects so as to meet the current and possibly future needs of the people. All these studies and many others reviewed by the researcher so far, none has studied on the factors influencing completion rate of urban projects in the devolved units. Due to this situation, it prompted the researcher to undertake this particular study with a bias of Kisii town, Kisii County.

# CHAPTER THREE
# RESEARCH METHODOLOGY

## 3.1 Introduction

This chapter discusses the methodology used in the study. It outlines the study design, target population, sampling procedure, methods of data collection, validity and reliability and data analysis methods as well as operationalization of variables. All these were used in order to achieve the research objectives.

## 3.2 Research Design

This study adopts descriptive survey research design. This method of research is preferred because the researcher is able to collect data to answer questions concerning the current status of community participation in rural water supply projects in Kisii town. Descriptive survey design determines and reports the way things are and also helps a researcher to describe a phenomenon in terms of attitude, values and characteristics (Mugenda and Mugenda, 1999). According to Orodho (2003), descriptive survey study is a method of collecting information by administering a questionnaires and interviewing a sample of individuals

## 3.3 Target Population

The study targets the county personnel of Kisii County in the identification and implementation of projects department and other related county officers. The study intends to cover sixty eight (68) county personnel that occupy positions relevant to the study which included; the chief officers, County Executive Committee members, County Assembly committee on project implementation, county secretary, departmental Finance officers, project managers, ward administrators and sub county administrators. These are employees directly or indirectly involved in construction of referral hospital, health centers, Gusii stadium, construction of Bus Park and road maintenance, construction of modern markets, urban water supply and drainage system within Kisii town.

**Table 3.1: Sampling frame**

| Department | Respondents | Actual Number |
|---|---|---|
| County assembly committee | 6 | 6 |
| County Executive Committee Members | 9 | 9 |
| County Secretary | 1 | 1 |
| Chief officers | 9 | 9 |
| Town /Ward administrators | 3 | 3 |
| Ward Development Committee members | 20 | 20 |
| Departmental Finance officers | 5 | 5 |
| Project Managers | 15 | 15 |
| **TOTAL** | **68** | **68** |

### 3.4 Sampling Techniques and Procedures

A sample in a research study is that part of a population (group) from which information is obtained while sampling refers to the process of selecting individuals who will take part in a research study(Mora & Kloet, 2010). Sampling is used for research purposes where the target population is more than a hundred respondents. This study used census method because the target population was less than the minimum a hundred respondents for sampling method to be adopted. Therefore 68 employees were selected, included those directly or indirectly involved in construction of referral hospital, health centers, Gusii stadium, construction of Bus Park and road maintenance, construction of modern markets, urban water supply and drainage system rehabilitation.

### 3.5 Data Collection Instruments

The study information was collected by use of interview schedules, questionnaires, document analysis and focus group discussions (FGDs). In the study, semi-structured interviews were used to collect information from key informants using an interview guide whereas a questionnaire was used to collect information from project beneficiaries. FGDs were used to collect information from opinion leaders and people knowledgeable in urban infrastructure projects in Kisii town. These focus groups discussions (FGDs) consisted of reasonable members who ranged from twelve to fifteen members. Two focus group discussions were conducted in two areas randomly chosen in Kisii town.

Data was also gathered from the published document sources (documentary analysis) such as text books, legislation, policies, previous research papers, and data from unpublished sources such as theses, dissertation, reports and written materials.

### 3.6 Validity of the Research Instrument

Validity is the accuracy and meaningfulness of inferences which are based on the research results (Mugenda &Mugenda, 2003). This study utilizes content validation measure to determine the validity of the research instruments. The research instruments (questionnaire and interview schedules) were subjected to a critique by my supervisors and lecturers in the Department of extra-mural studies at the University of Nairobi, Kisii for advice on the structure and content.

### 3.7 Reliability of the research Instrument

Mugenda (2003) says that reliability is concerned with estimates of the degree to which a research instrument yields consistent results after repeated trials. In this study, reliability was determined by a test-retest administered to 10 subjects not included in the sample. After a period of three weeks, the questionnaires were issued to the same population in order to examine the consistency of the responses. Scores from both tests were correlated to obtain the coefficient of reliability. A coefficient of 0.8 implied that there was high degree of reliability (Creswell, 2008).

### 3.8 Data Collection Procedure

Data collection was carried out during a three months fieldwork. The researcher first sought a research permit from the National Commission for Science, Technology and Innovation (NACOSTI). The researcher acquired a letter of introduction from the University of Nairobi.

Primary data was collected from randomly selected from county government, community members and local leaders in the area through questionnaires. The questionnaires were distributed by the researcher and two assistants. The distribution of the questionnaires was done randomly by hand to the respective respondents and given about one week to complete them. Interviews were conducted to collect information from the key informants. In the study, semi-structured interviews were used to collect information from key informants using an interview guide. The secondary data were collected through document analysis during a three-month fieldwork period. During the study, two FGDs were conducted at randomly selected venues in Kisii town.

### 3.9 Data Presentation and Analysis

The collected data was analyzed using both qualitative and quantitative techniques to ensure triangulation. Qualitative data were analyzed using thematic data analysis taking into account common words, phrases, themes and patterns in order to enhance understanding (content analysis) in line with the study objectives. The quantitative data were subjected to descriptive statistics. The descriptive statistics were involved the use of frequency counts, percentages and arithmetic means and results were presented using frequency distributed tables, line graphs, bar graphs and pie charts. All the quantitative data collected were analyzed using the Statistical Package for Social Sciences (SPSS).

### 3.10 Ethical Considerations

One of the considerations in the collection of primary data concerns ethical considerations. Neuman (2006) points out that ethics in research is a set of principles that reveal what is or is not legitimate to do in research practice. All government and County authorities were informed prior to the study to avoid suspicions and resistance from the community members and county

development project managers. Consent was sought from the respondents whose participation in this study was voluntary and information they provided was treated with utmost confidentiality. Privacy and dignity of the respondents was farther considered during the research. Names of the respondents could not be exposed and codes were used instead.

### 3.11 Operationalization Table

| Objectives | Variables | Indicators | Measures | Scales | Analysis |
|---|---|---|---|---|---|
| To establish the extent to which funding influences completion of county government funded urban infrastructure projects | **Independent** Funding **Dependent** Completion of construction projects | Funds allocated<br>-Number of sponsors<br>-Projects completed in time.<br>-Projects in use<br>-Clients benefiting from the projects | Amount of money spent on various projects<br>-Number of completed projects | Ordinal<br>Nominal<br>Ordinal<br>Nominal | Frequencies<br>Percentages<br>Frequencies<br>Percentages<br>Qualitative and quantitative |
| To determine the influence of project plans on completion of county government funded urban infrastructure projects | Influence of projects plans | Poor scope plan<br>Poor budgeting<br>Poor scheduling | Number of approved plans | Norminal | Percentages<br>Charts<br>Tables<br>Qualitative and quantitative |
| To assess the extent to which man power influences the completion of county government funded urban infrastructure projects | **Independent** Availability of skilled personnel **Dependent** Completion of construction projects | -Quality projects constructed<br>-Delivery of projects in time<br>-Projects completed in time.<br>-Projects in use<br>-Clients benefiting from the projects | -Effective and efficient results<br>-Number of completed projects | Ordinal<br>Nominal<br><br><br><br><br><br>Ordinal<br>Nominal | Frequencies<br>Percentages<br>Qualitative and quantitative |
| To establish the influence of stakeholders on completion of county government funded urban infrastructure projects. | Stakeholders involvement | Frequency of visiting projects by the county assembly/ executive committee members. | If sponsors are involved in decision Making | Nominal | Nominal |

# CHAPTER FOUR

# DATA ANALYSIS AND DISCUSSIONS

## 4.1 Introduction

The purpose of this study was to find out the Determinants of completion of county government funded urban infrastructure projects in Kisii town, Kisii County. Among the factors investigated included; project plans, funding, stakeholder's participation and availability of manpower. Presented in this chapter are data analysis, presentation and interpretation of finding. The data presented in this chapter were processed using Statistical Package for Social Sciences (SPSS). All themes discussing the same research questions were presented and analyzed together.

## 4.2 Response Rate

The questionnaires were distributed to sixty eight (68) respondents being manpower employed or working for the Kisii county government, from which sixty two (65) respondents responded and the questionnaires collected while three (3) were not returned. This represented a 95.59% response rate which was considered good for this research. This response rate was representative and conforms to Mugenda's (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. This high response rate was achieved as a result of proper co-ordination with the county personnel. This response rate is adequate for analysis and reporting.

## 4.3 Demographic data of Respondents

This section presents the demographic data of the respondents. The demographic data of the respondents was based on their gender, age, level of education and their occupation.

### 4.3.1: Respondents' Gender

To establish the gender of the respondents, they were asked to indicate their gender.

**Table 4.1: Distribution of Respondents Gender**

| Gender | Frequency | Percentage |
|---|---|---|
| Male | 43 | 66.15 |
| Female | 22 | 33.85 |
| **Total** | 65 | 100.0 |

Majority 43 (66.15%) of the local members were male while 22(33.85%) of the respondents were female an indication that gender bias is an issue in participation in planning and implementation of urban infrastructure projects.

### 4.3.2 Classification of Respondents by Age

The information in table 4.2 shows the number of responses by age. From the table shown, most of the respondents 15 (20.07%) were aged between 18-25 years and 26-35 years which accounted for 19(29.23%) in both cases of the total respondents. This finding indicates that 24.61% are between 36-45 years. This shows that majority of the project stakeholders were youths. The data shows that county staff members participating in the urban infrastructure projects are relatively young and hence deemed as energetic and hence could positively be involved in the project.

**Table 4.2: Distribution of Respondents by Age**

| Age Group | Frequency | Percentage |
|---|---|---|
| 18-25 | 15 | 20.07 |
| 26-35 | 19 | 29.23 |
| 36-45 | 16 | 24.61 |
| 46-55 | 10 | 15.38 |
| Over 56 years | 05 | 7.69 |
| **Total** | **65** | **100.0** |

### 4.3.3 Classification of Respondents by Level of Education

**Table 4.3 Respondents' Education levels**

| Level of Education | Frequency | Percentage |
|---|---|---|
| Secondary Certificate | 15 | 23.07 |
| College Diploma | 15 | 23.07 |
| University Degree | 25 | 38.46 |
| Postgraduate degree | 10 | 15.38 |
| **Total** | **65** | **100.0** |

Table 4.4 shows that majority of the respondents 25(38.46%) attained undergraduate degree level of education, 15(23.07%) of the respondents had secondary education and college diplomas while 10(15.38%) of the members had a postgraduate university degree. The data shows that majority of the project managers had high level of education which could enable them contribute to effective planning and implementation of the urban infrastructure projects. The higher the education levels of an individual the better management of urban infrastructure projects.

### 4.4 Influence of availability of funds on the Completion Rate of urban infrastructure projects

The first objective of this study sought to find out if availability of funds had any influence on the Completion Rate of urban infrastructure projects.

#### 4.4.1 Major Sources of Income

The study established that Kisii County raises funds for the project through national government as accounted for by 61.54%. Other sources of additional funding are shown in table 4.4. This shows that most projects had strategies in place to obtain additional funding.

**Table 4.4: Major Source of Income**

| Major source of income Frequency | **Frequency** | **Percentage** |
|---|---|---|
| National government | 40 | 61.54 |
| Donors | 10 | 15.38 |
| Stakeholders Contributions | 15 | 23.08 |
| **Total** | **65** | **100.0** |

#### 4.4.2 Availability of project Funds Influence Completion Rate of urban infrastructure projects

The study found that project funding influences completion rate of urban infrastructure projects as all the respondents 65 (100%) were in consensus on this factor. This is consistent with Rahman (2013) study and he says financial stability of contractors and adequate cash flow is very critical in keeping construction progress as planned. Some project managers and county

executives during a one on one interview with the researcher gave an example of stalled projects like Kisii stadium modernization project which was behind schedule. This is in agreement the World Bank (2009) report that indicates finances and capital resources form the epicenter of success or failure infrastructural, educational, and religious or charity project. The finances give rise to projects quality through accessing qualified personnel, relevant technology, proper materials and winning the community support hence increasing the rate of project completion. Nwachukwu & Fidelis (2011) also argue that, devolved units like county governments have comparatively limited resources and greater difficulty in accessing to funding sources, they are also more dependent on support from the central government, have low income sources from the taxes they lay at county level, have limited innovation in sourcing for more funds, have less adequate budget control system, employ less or non-experienced personnel and lack economies of scale in their operations. This in turn has limited their operations, quality of delivery and timely completion of urban projects.

The respondents were asked to indicate whether availability of funds influences completion rate. The results are shown on table 4.5 below.

**Table 4.5: Project Funding Influence on Completion Rate of urban infrastructure projects**

| Funding influence | Frequency | Percentage |
|---|---|---|
| Yes | 43 | 66.15 |
| No | 22 | 33.85 |
| **Total** | 65 | 100.0 |

### 4.4.3 Rating Funding Levels Influence on Project Completion Rate of urban infrastructure projects funded by the county government in Kisii town

The respondents were asked to rate the funding levels influence on project completion of urban infrastructure projects funded by the county government in Kisii town. The study undertook to investigate the following funding levels of project completion rate: Adequate funding allocation, Sponsors play a key role on funding, Misappropriations of project funds, Irregular funds

disbursement and late payment to contractors. The likert scale ratings were: Very Great = 5; Great = 4; Minor = 3; No Effect =; Not Sure = 1. The results are as indicated in table 4.6.

**Table 4.6 Rating Funding Levels Influence on Project Completion Rate of urban infrastructure project**

| **Statement** | **1** | **2** | **3** | **4** | **5** |
|---|---|---|---|---|---|
| Adequate funding allocation enhances completion of urban infrastructure projects | **02** | **06** | **04** | **10** | **78** |
| Sponsors play a key role on funding for completion of urban projects | **5** | **15** | **14** | **20** | **46** |
| Misappropriations of project funds lead to incompletion of urban infrastructure projects. | **2** | **4** | **6** | **8** | **80** |
| Irregular funds disbursement leads to incompletion of urban infrastructure projects. | **3** | **3** | **4** | **14** | **76** |
| Late payment to contractor lead to incompletion of urban infrastructure projects. | **4** | **6** | **10** | **16** | **74** |

The respondents ranked misappropriation of project funds and lack of adequate funding as the major factors that would stall the completion rate of urban infrastructure projects in Kisii town with 80% and 78% respectively had very great influence. The role played by the sponsors other than the national government was rated at 46% very great influence while irregular funds disbursement and late payment to contractors has 76% and 74% respectively very great influence on completion of projects. From the interview, the research found out that all respondents were of the opinion that financial procedures used in the disbursement of devolved funds, greatly affects the completion rate of urban infrastructure projects in Kisii town. Therefore, there is need for the government to streamline the financial procedures used to disburse funds to ensure that funds flow effectively to avoid delays.

### 4.5 Influence of Project Plans on Completion Rate of urban infrastructure projects in Kisii town

This study sought to find out if project plans had any influence on the completion rate of of urban infrastructure projects in Kisii town. The findings are as presented in table 4.7 and 4.8

**Table 4.7 Whether or Not there are project plans on urban infrastructure projects**

| Presence of project plans | Frequency | Percentage |
|---|---|---|
| Yes | 43 | 66.15 |
| No | 22 | 33.85 |
| **Total** | 65 | 100.0 |

The findings show that majority of the respondents 43(66.15%) had the project plans prior to the construction and only 22(33.85) % of the respondents said there was no project plans before implementation of urban infrastructure projects is done. This study therefore established that most urban infrastructure projects had plans in place.

**Table 4.8 Whether or Not Project Plans are Helpful on the Completion Rate of urban infrastructural projects Kisii town**

Respondents were asked whether project plans are helpful on the completion rate of urban infrastructural projects Kisii town and the responses below given.

| Helpful of Project plans | Frequency | Percentage |
|---|---|---|
| Very Helpful | 10 | 15.38 |
| Helpful | 25 | 38.46 |
| Not Helpful | 15 | 23.08 |
| Not very helpful | 12 | 18.46 |
| Don't know | 03 | 6.61 |
| **Total** | **65** | **100.0** |

The respondents who were in agreement that there were plans, however had different opinion as far as how the project plans helped in the completion rate of the urban projects. 10(15.38) % of the respondents said that they very helpful, 25(38.46%) said that the plans were helpful, 15(23.08%) said they were not helpful while 3(6.61%) didn't know. This shows that the completion rate of urban infrastructure projects is influenced by the planning. This therefore calls for the county government to plan for the projects before they are implemented to ensure they are

delivered on time. Poor scope plan, poor budgeting, poor scheduling, poor resource utilization planning and poor logistics planning could be the major planning issues affecting the completion rate of the urban infrastructural projects Kisii town.

### 4.6 Influence of Skilled Manpower on Completion Rate of urban infrastructure projects in Kisii town

The researcher sought to establish the influence of skilled manpower on completion rate of urban infrastructure projects in Kisii town. Respondents were asked to mention on how the manpower force recruitment done.

**Table 4.9 Influence of Skilled Manpower on Completion Rate of urban infrastructure projects in Kisii town**

| Level of staff training | Frequency | Percentage |
|---|---|---|
| Trained | 19 | 29.23 |
| Untrained | 46 | 70.77 |
| **Total** | 65 | 100.0 |

The result on table indicates that, 46(70.77%) of the respondents said that personnel who work in the **urban infrastructure projects** are not trained while 19(29.23%) said that they are trained. The results shows that most of the employees who work in urban infrastructure projects are not trained on urban infrastructure projects. This shows that hiring of personnel has not been part of the project teams in the county government and if so, it is yet to reach project localities. Most of the untrained workers were the casual laborers while other professional work had few trained employees.

#### 4.6.1 Extent of Influence of the manpower on urban infrastructure projects completion rate

The respondents were asked to rate the extent of influence of manpower on urban infrastructure projects completion rate in Kisii town. A five-point Likert Scale (comprising of very small extent, small extent, undecided, large extent, very large extent) was used and the findings are as shown in table 4.10.

**Table 4.10 Extent of Influence of the manpower on urban infrastructure projects completion rate**

| Statements | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Availability of semi & skilled manpower helps to expedite the completion of urban infrastructure projects | **8** | **12** | **16** | **14** | **50** |
| Lack of semi & skilled manpower delays or stalls altogether the completion of the urban infrastructural projects | **10** | **14** | **14** | **32** | **30** |
| Skilled manpower provides quality completion of urban infrastructure projects | **10** | **12** | **18** | **20** | **40** |
| Skilled manpower saves wastefulness of resources during impletion of urban infrastructure projects | **5** | **15** | **16** | **34** | **30** |

The findings show that availability of semi & skilled manpower helps to expedite the completion rate of urban infrastructure projects, skilled manpower provides quality completion of urban infrastructure projects, lack of semi & skilled manpower delays or stalls altogether the completion of urban infrastructure projects and skilled manpower saves wastefulness of resources during urban infrastructure projects were rated by majority of the respondents as accounted by 64%, 62%, 60% and 64% (large extent and very large extent) cumulative responses. This showed that engaging project manpower in the urban infrastructure projects funded by the county government in Kisii town had influence on completion rate. These findings are consistent with (Sweiset al, 2008) that the shortage of manpower including skilled, semi-skilled and unskilled labor causes delays in completion of urban infrastructure projects.

### 4.7 Stakeholders' influence on urban infrastructural projects completion rate

Respondents were asked two categories of questions in relation to stakeholders' influence and a number of responses were given as below:

**Table.4.11 Response on stakeholders**

Respondents were asked whether in their opinion, they thought that having stakeholders' initiative during the project process is significant in completion of urban infrastructure projects and the responses below were arrived at.

| Response | Frequency | Percentage |
|---|---|---|
| No | 8 | 13.30 |
| Yes | 57 | 86.70 |
| **Total** | 65 | 100.0 |

The information indicates that 8(13.3%) of the project managers and stakeholders went for a no answer on the idea that stakeholders' initiative influences the urban infrastructural projects completion while 57(86.7%) supported the argument by saying yes. When asked to give their opinions, those who were in support of the opinion argued that stakeholders were significant because once they initiated ideas, they sources resources for them, allocated them resources and later on monitored and checked their progress leading to timely completion of the projects.

**Table 4.12 Degree of Rating of Stakeholders influence on completion rate of urban Infrastructure projects in Kisii town.**

On a scale of rating, respondents were asked to indicate the extent to which they agreed or disagreed with the following statements. (Scale of 1-5 where **1= strongly disagree; 2 = disagree; 3 =weakly agree; 4 =agree; 5 = strongly agree).**

| Statement | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Resources identification is a major role performed by stakeholders in project completion | 5 | 4 | 15 | 31 | 45 |
| Resources mobilization by stakeholders influences projects completion | 6 | 5 | 24 | 30 | 35 |
| Resources allocation is a role performed by stakeholders on projects completion | 7 | 3 | 10 | 15 | 30 |
| Monitoring & Evaluation by stakeholders influence projects completion. | 9 | 8 | 18 | 20 | 45 |

The results from the field study indicated that; resources identification is a major role performed by stakeholders attracted respondents as follows: 5% of respondents strongly disagreed with the idea, 4% disagreed with the idea,15% weakly agreed, 31% agreed with the idea, while the remaining 45% strongly agreed with the said idea. In a summary of approximation average, over 73% of the respondents agreed with the statement. The idea of resources mobilization by

stakeholders attracted 6% respondents who strongly disagreed, 5% who disagreed, 24% who weakly agreed, 30% who agreed, while the remaining 35% strongly agreed. The statement on resources allocation by stakeholders attracted variant responses with over 55% of the respondent agreeing whereby 7% respondents strongly disagreed, 3% disagreed, 10% weakly agreed, 15% agreed, while the remaining 30% strongly agreed. On the final idea that looked at the idea of monitoring & evaluation by stakeholders, it attracted 9% respondents who strongly disagreed, 8%disagreed, 18% were not sure, 20% agreed, while the remaining 45% strongly agreed

### 4.8 The Relationship among the Variables

The chi-square test was used to determine the relationship between independent and dependent variable.

#### 4.8.1 Hypothesis testing (1): Relationship between availability of project funds and Completion Rate of urban infrastructure projects funded by the county government in Kisii town

**H0:** There is no significant relationship between project funding and Completion Rate of urban infrastructure projects funded by the county government.

A chi-square test was conducted to examine whether there was a relationship between project funding and Completion Rate of urban infrastructure projects funded by the county government. The results revealed that there was significant relationship between the two variables (Chi square value = 2.374, df =1, $p$ = .115) since the $p$ value > $\alpha$=0.05, thus H0 was rejected and H1 accepted. This meant that project funding has an impact on Completion Rate of urban infrastructure projects funded by the county government in Kisii County.

#### 4.8.2 Hypothesis testing (2): Relationship between project plans and Completion Rate of urban infrastructure projects funded by the county government in Kisii town

H0**:** There is significant relationship between the project plans and Completion Rate of urban infrastructure projects funded by the county government in Kisii County. The Pearson of 12.8 at 3 degree of freedom is greater than 0.05, implying that the chi-square was significant and this indicated that there was a relationship between the project plans and Completion Rate of urban infrastructure projects funded by the county government in Kisii County. Therefore, the data analyzed showed that the project plans had an impact on Completion Rate of urban infrastructure

projects funded by the county government in Kisii town. The results pointed to the acceptance of rejection of the H0 and the H1.

### 4.8.3 Hypothesis testing (3): Relationship between manpower and Completion Rate of urban infrastructure projects funded by the county government in Kisii town

**H0:** There is no significant relationship between personnel and Completion Rate of urban infrastructure projects funded by the county government in Kisii town. Chi-square test conducted to examine whether there was a relationship between personnel and Completion Rate of urban infrastructure projects funded by the county government in Kisii town and revealed that there was a significant relationship between the two variables (Chi square value = .007, df =1, $p$ = .916) since the $p$ value > $\alpha$=0.05, the research reject the H0 and accept H1.

### 4.8.4 Hypothesis Testing (4): Stakeholders influence on completion rate of urban infrastructure projects

H0**:** Stakeholders have no influence on completion rate of urban infrastructure projects in Kisii town.

**Table 4.13 Hypothesis Testing Using the Chi-Square**

| O | E | (O-E) | (O-E)2 | (O-E)2/E |
|---|---|---|---|---|
| 7 | 13 | -06 | 36 | 2.8 |
| 3 | 13 | -10 | 100 | 7.7 |
| 10 | 13 | -03 | 09 | 0.8 |
| 15 | 13 | 2 | 04 | 0.3 |
| 30 | 13 | 17 | 289 | 22.2 |
| | | | | Σ (O-E) 2/E =33.8 |

$\chi 2C = 33.8 > \chi 2 =$ 9.488 at 4 degrees of freedom and 5% level of confidence. 0.05

Since the calculated chi-square value of 33.8 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Thus, stakeholders have a significant role completion rate of urban infrastructure projects in Kisii town.

# CHAPTER FIVE
# SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

## 5.1 Introduction

This chapter presents a summary of findings, discussions, and conclusion on the determinants of completion of county government funded urban infrastructure projects in Kisii town, Kenya and makes recommendations for remedial measures. The chapter also contains suggestions of further studies that may be carried out in the future.

## 5.2 Summary of Findings

Questionnaires were used to collect data and out of the 68 questionnaires given, only 65 were returned and thus valid for the research. This represented a 95.59% response rate which was considered good for this research. This high response rate was achieved as a result of proper co-ordination with the county personnel and sensitizing them on the importance and purpose of the study. This response rate is adequate for analysis and reporting.

The first objective of this study sought to find out if availability of funds had any influence on the Completion Rate of urban infrastructure projects. The study found that availability of project funds had a great influence on the completion rate of construction of urban infrastructure in Kisii County. The study established that Kisii County raises funds for the project through national government as accounted for by 72%. This shows that most projects had strategies in place to obtain additional funding. The study further found that project funding influences completion rate of urban infrastructure projects as all the respondents 65 (100%) were in consensus on this factor. Financial stability and adequate cash flow is very critical in keeping construction progress as planned. Some project managers and county executives during a one on one interview with the researcher gave an example of stalled projects like Kisii stadium modernization project, urban drainage system, Bus Park, construction of referral hospital and renovation which were behind schedule.

The study undertook to investigate the following funding levels of project completion rate: adequate funding allocation, sponsors play a key role on funding, misappropriations of project funds, irregular funds disbursement and late payment to contractors. The respondents ranked misappropriation of project funds and lack of adequate funding as the major factors that would stall the completion rate of urban infrastructure projects in Kisii town with 80% and 78% respectively had very great influence. The role played by the sponsors other than the national government was rated at 46% very great influence while irregular funds disbursement and late payment to contractors has 76% and 74% respectively very great influence on completion of projects. From the interview, the research found out that all respondents were of the opinion that financial procedures used in the disbursement of devolved funds, greatly affects the completion rate of urban infrastructure projects in Kisii town. Therefore, there was need for the government to streamline the financial procedures used to disburse funds to ensure that funds flow effectively to avoid delays. The study further found that funds allocation to the county funded urban infrastructure projects plays a vital role towards the assurance of successful completion of those projects. This is because the projects cannot be implemented without resources. The study found out that funds are grossly delayed for the county funded projects hence leading to delay or total non completion of the projects. The results revealed that there was significant relationship between the two variables (Chi square value = 2.374, df =1, $p$ = .115) since the $p$ value > $\alpha$=0.05, thus H0 was rejected and H1 accepted. This meant that project funding has an impact on Completion Rate of urban infrastructure projects funded by the county government in Kisii County.

The second objective was to determine the influence of project plans in the completion rate of urban infrastructure projects in Kisii town. The findings show that majority of the respondents 43(66.15%) had the project plans prior to the construction and only 22(33.85) % of the respondents said there was no project plans before implementation of urban infrastructure projects is done. This study therefore established that most urban infrastructure projects had plans in place. The respondents who were in agreement that there were plans, however had different opinion as far as how the project plans helped in the completion rate of the urban projects. 10(15.38) % of the respondents said that they are very helpful, 25(38.46%) said that the plans were helpful, 15(23.08%) said they were not helpful, 12(18.46%) said they are not very

helpful, while 3(6.61%) didn't know. This shows that the completion rate of urban infrastructure projects is influenced by the planning. This therefore calls for the county government to plan for the projects before they are implemented to ensure they are delivered on time. Poor scope plan, poor budgeting, poor scheduling, poor resource utilization planning and poor logistics planning could be the major planning issues affecting the completion rate of the urban infrastructural projects Kisii town.

The third objective sought to establish the influence of manpower on completion rate of urban infrastructure projects in Kisii town. The result indicates that, 46(70.77%) of the respondents said that personnel who work in the urban infrastructure projects are not trained while 19(29.23%) said that they are trained. The results shows that most of the employees who work in urban infrastructure projects are not trained on urban infrastructure projects. This shows that hiring of personnel has not been part of the project teams in the county government and if so, it is yet to reach project localities. Most of the untrained workers were the casual laborers while other professional work had few trained employees. The findings further showed that availability of semi & skilled manpower helps to improve the completion rate of urban infrastructure projects, skilled manpower provides quality completion of urban infrastructure projects, lack of semi and skilled manpower delays the completion of urban infrastructure projects and skilled manpower saves wastefulness of resources during urban infrastructure projects were rated by majority of the respondents as accounted by 64%, 62%, 60% and 64% (large extent and very large extent) cumulative responses. This showed that engaging project manpower in the urban infrastructure projects funded by the county government in Kisii town had influence on completion rate. Influences of personnel were found to have significant effects on the completion rates of a construction project. Similarly, Wang and Hanim (2010) Sweiset al, (2008) and Yau, (2007) found that that shortage of manpower including skilled, semi-skilled and unskilled labor causes delays in construction projects. Chi-square test conducted to examine whether there was a relationship between personnel and Completion Rate of urban infrastructure projects funded by the county government in Kisii town and revealed that there was a significant relationship between the two variables (Chi square value = .007, df =1, $p$ = .916) since the $p$ value > $\alpha$=0.05, the research reject the H0 and accept H1.

The fourth objective sought to establish the influence of stakeholders on completion rate of urban infrastructure projects in Kisii town. The findings indicate that 8(12.3%) of the project managers and stakeholders went for a no answer on the idea that stakeholders' initiative influences the urban infrastructural projects completion while 57(86.7%) supported the argument by saying yes. When asked to give their opinions, those who were in support of the opinion argued that stakeholders were significant because once they initiated ideas, they source resources for them, allocated them resources and later on monitored and checked their progress leading to timely completion of the projects. Bright (2010) argues that every project manager needs to identify project stakeholders and determine their needs and expectations of the project. On the other hand World Bank (2013) argues that effective involvement of stakeholders will ensure the project is successful and that everyone is on the same track. Stakeholders are those that are involved in the project or have vested interest in their success or failure. Knowing who your stakeholders are is important and the process begins by developing healthy relationships. They help decide on issues from the beginning, during planning and at execution of the project leading to timely completion. Therefore, stakeholders should understand how the project functions, including the project scope, milestones and goals

The results from the field study further indicated that; resources identification is a major role performed by stakeholders attracted respondents as follows: 5% respondents strongly disagreed with the idea, 4% disagreed with the idea, 15% weakly agreed, 23% agreed with the idea, while the remaining 45 %strongly agreed with the said idea. In a summary of approximation average, over 73% of the respondents agreed with the statement. The idea of resources mobilization by stakeholders attracted 6% respondents who strongly disagreed, 5% who disagreed, 17% who weakly agreed, and 30% who agreed, while the remaining 35% strongly agreed. The statement on resources allocation by stakeholders attracted variant responses with over 55% of the respondent agreeing whereby 8 respondents strongly disagreed, 6% disagreed, 16% weakly agreed, 15% agreed, while the remaining 20% strongly agreed. On the final idea that looked at the idea of monitoring & evaluation by stakeholders, it attracted 9% respondents who strongly disagreed, 8% disagreed, and 18% were not sure, 15% agreed, while the remaining 25% strongly agreed. Since the calculated chi-square value of 33.8 is greater than the critical chi-square value

at 5% level of confidence, we accept the alternative hypothesis. Thus, stakeholders have a significant role completion rate of urban infrastructure projects in Kisii town.

### 5.3 Discussions

Data of this study was obtained through administering questionnaires to 65 respondents to; county secretary, departmental Finance officers, project managers, ward administrators and sub county administrators who were responsible for the implementation of urban infrastructure projects in Kisii town. Research analysis was done using SPSS program to obtain frequency tables and percentages. Research findings revealed the following findings: Project Planning, there was lack of proper planning for the project right from inception, which led to poor planning of scope, budgeting, scheduling, resource utilization and logistics thus resulting in project stalling time and again due to this factors. There was also no goodwill from the central government which is the main donor to make a follow up in terms of monitoring and evaluating the project progress with a view of accountability and compliance to ensure its completion.

The study found that availability of project funds had a great influence on the completion rate of construction of sewerage system projects in Kisii County. The research found out that all respondents were of the opinion that financial procedures used in the disbursement of devolved funds, greatly affects the completion rate of urban infrastructure projects in Kisii town. Therefore, there was need for the government to streamline the financial procedures used to disburse funds to ensure that funds flow effectively to avoid delays. The study further found that funds allocation to the county funded urban infrastructure projects plays a vital role towards the assurance of successful completion of those projects. This is because the projects cannot be implemented without resources. The study found out that funds are grossly delayed for the county funded projects hence leading to delay or total non completion of the projects. Devolved units like county governments have comparatively limited resources and greater difficulty in accessing to funding sources, they are also more dependent on support from the central government, have low income sources from the taxes they lay at county level, have limited innovation in sourcing for more funds, have less adequate budget control system, employ less or non-experienced personnel and lack economies of scale in their operations (Nwachukwu & Fidelis, 2011).

This study therefore established that most urban infrastructure projects had plans in place. The respondents who were in agreement that there were plans, however had different opinion as far as how the project plans helped in the completion rate of the urban projects. This shows that the completion rate of urban infrastructure projects is influenced by the planning. This therefore calls for the county government to plan for the projects before they are implemented to ensure they are delivered on time. Poor scope plan, poor budgeting, poor scheduling, poor resource utilization planning and poor logistics planning could be the major planning issues affecting the completion rate of the urban infrastructural projects Kisii town. Poor project planning can easily bring down response strategies where they are at the threshold of the completion stage (Sumner, 1999) Achievements should be measured against project goals. The progress of the response strategies should be monitored actively through set milestones and targets. Reporting should be emphasized with custom report development, report generator use and user training in reporting applications.

The findings showed that most of the employees who work in urban infrastructure projects are not trained on urban infrastructure projects. This shows that hiring of personnel has not been part of the project teams in the county government and if so, it is yet to reach project localities. Most of the untrained workers were the casual workers while other professional work had few trained employees. The findings further showed that availability of semi & skilled manpower helps to improve the completion rate of urban infrastructure projects, skilled manpower provides quality completion of urban infrastructure projects, lack of semi and skilled manpower delays the completion of urban infrastructure projects and skilled manpower saves wastefulness of resources during urban infrastructure projects**.**

The findings established that stakeholders had great influence on completion rate of urban infrastructure projects in Kisii town. Most respondents argued that stakeholders were significant because once they initiated ideas, they sources resources for them, allocated them resources and later on monitored and checked their progress leading to timely completion of the projects. Bright (2010) argues that every project manager needs to identify project stakeholders and determine their needs and expectations of the project. On the other hand World Bank (2013) argues that effective involvement of stakeholders will ensure the project is successful and that everyone is on the same track. Stakeholders are those that is involved in the project or have vested interest in their success or failure. Knowing who your stakeholders are is important and

the process begins by developing healthy relationships. They help decide on issues from the beginning, during planning and at execution of the project leading to timely completion. Therefore, stakeholders should understand how the project functions, including the project scope, milestones and goals

### 5.4 Conclusion

This research has established that urban infrastructure project completion rate in Kisii town, Kisii County is faced with major constraints ranging from funding, project planning, availability of skilled manpower and stakeholders participation. County funded projects are affected by the financial constraints during the time of their implementation. This is as result of falling to pay the contractors in time as per the contract. Before the commencement of any project, there should be proper planning as this will greatly determine its successful completion. Poor project planning can easily bring down response strategies where they are at the threshold or the completion stage.

### 5.5 Recommendations

Based on the findings of the study the researcher makes the following recommendations: First, the county government should make sure that enough funds are available based on reliable estimate made prior to the inception of urban infrastructure projects. Where funds from the national government is not sufficient, they should source for funds from donors, fundraising and county taxation to add more revenue. Payment procedure should be well laid down, and submission of the project budget to treasury should not be delayed so that payment process can start on time. There is need to undertake an adequate planning for the project at inception. The county government should engage services of competent construction professionals as well as competent employees to run the project. The researcher further recommends that the stakeholders should be involved and consulted from the start of projects identification, planning, implementation and in the monitoring and evaluation process. The county leadership ought to ensure that the major stakeholders of the county are involved in the county programs for inclusivity and allowing them to own the projects.

### 5.6 Suggestion for Further Research

The study recommends further research to be carried on effect of stakeholder's participation in monitoring and evaluation on completion rate of urban projects. Due to the number of county projects adopted by the newly established county governments, the researcher suggests that a research can be done focusing on determinants of projects completion rate in the other county governments.

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## APPENDIX 1: INTRODUCTORY LETTER

**FAITH**

Dear Sir/Madam,

**REF: RESEARCH PROJECT**

I am a student pursuing a Master degree in project planning and management at the University of Nairobi (Kisii campus). I am undertaking a research on the Determinants of completion of county government funded urban infrastructure projects in Kisii town, Kisii County. The information gathered will be treated confidentially and strictly used for academic purpose only. Please provide honest and correct information according to your own views objectively in the questionnaire provided.

Thank you.
Yours faithfully

Faith C. Mutai

## APPENDIX II: RESEARCH QUESTIONNAIRE

**Section A: Respondents' Profile**

1. Kindly indicate your gender?

Female [ ]

Male [ ]

2. Respondents' Position:

a) County Executives [ ]

b) Project Manager [ ]

c) Contractor [ ]

d) Others (Specify)

……

3. Which one best describes your age bracket?

20 – 29 years [ ]

30 – 39 years [ ]

40– 49years [ ]

Over 50 years [ ]

4. How long have you been involved in the infrastructure projects?

Less than 6 months [ ]

Between 6 months to 1 years [ ]

Between 1-3 years [ ]

Between 3-5 years [ ]

Above 5 years [ ]

5. Indicate the highest level of your education?

Basic Education (Pry & Sec) [ ]

Tertiary [ ]

Undergraduate [ ]

Postgraduate (Masters/PhD) [ ]

Others (Please specify)……

**SECTION B: Extent of Influence of Funding**

6. How does your county raise funds for the projects?

Thro' Donors [ ]

Thro' Fundraising [ ]

Thro' Government [ ]

Other (please specify)…… ……

7. Does funding influence completion rate of construction projects in Kisii town, Kisii County?

Yes [ ]

No [ ]

8. Describe the magnitude of project funding levels in the infrasture projects you have been involved in.

Sufficient funds [ ]

Intermittent Funding [ ]

Funding in Phases [ ]

Insufficient funding [ ]

9. Indicate the level of extent of influence of funding on completion of infrastructure projects in Kisii town. React on the items provided by using the scale given. Please tick (√) appropriately.

5= Very Great

4= Great

3= Minor

2=No effect

1=Not Sure

**Statements 1 2 3 4 5**

| | **1** | **2** | **3** | **4** |
|---|---|---|---|---|
| Adequate funding allocation enhances completion of construction | | | | |
| Sponsors play a key role on funding for completion of construction | | | | |
| Misappropriations of project funds lead to incompletion of projects. | | | | |

12. What advice could you offer on funding to enhance successful completion of urban infrastructure of projects in the County?

……

……

**Section C: L Project Plans and Design Influence on Completion of urban infrastructure**

9. Do you normally have project plans prior to infrastructure of projects in your town?

Yes [ ]

No [ ]

10. How helpful are the plans to the project(s) that is/are to be undertaken in the County?

Very helpful [ ]

Helpful [ ]

Do not know [ ]

Not helpful [ ]

Not very helpful [ ]

**SECTION D: Extent of Influence of Skilled Personnel**

11. How is the manpower force recruitment done for urban infrastructure projects?

Trained [ ]

Not Trained [ ]

Others (please specify)……

12. Indicate the level of extent of influence of availability of skilled personnel on completion of infrastructure projects. React on the items provided by using the scale given. Please tick (√) appropriately.

1=To a Very Small extent

2=To a Small Extent

3=Undecided

4=To a Large Extent

5=To a Very Large Extent

**Statements 1 2 3 4 5**

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Availability of semi & skilled labor helps to expedite the completion of infrastructure projects | | | | | |
| Lack of semi & skilled labor delays or stalls altogether the completion of construction projects | | | | | |
| Skilled labor provides quality completion of infrastructure projects | | | | | |
| Skilled labor saves wastefulness of resources during construction of projects | | | | | |

13. What advice could you provide on the use of skilled personnel in enhancing completion of construction of projects in the County?

……

……

**Section D: Stakeholders and Completion of infrastructure projects**

14. In your opinion, do you think that having stakeholders 'initiative during the project implementation is significant?

Yes ( ) No ( )

To what extent do you agree or disagree with the following statements. Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3 weakly agree, 4=agree and 5=strongly agree.

**Statements 1 2 3 4 5**

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Resources identification is a major role performed by stakeholders | | | | | |
| Resources mobilization by stakeholders influences projects completion. | | | | | |
| Resources allocation is a role performed by stakeholders on projects | | | | | |
| Monitoring & Evaluation by stakeholders influence projects success. | | | | | |

## APPENDIX III: INTERVIEW GUIDE FOR COUNTY ASSEMBLY /EXECUTIVE COMMITTEES

This interview is designed to gather information on the ongoing research to seek your opinion on the determinants of completion of urban infrastructure projects in Kisii town, Kisii County. Your opinion will be treated with a lot of confidentiality. This information is purely for academic purposes.

1. For how long have you served in your position?

2. How long have you been involved in the infrastructure projects?

3. What is the highest level of education you have attained?

4. Do you have adequate training and skills in project management?

5. In your opinion, how does management and leadership skills influence the completion of infrastructure projects?

6. Who are the other stakeholders involved in the infrastructure projects you have engaged in?

7. What is the Influence of the various stakeholders towards the completion of the infrastructure projects in Kisii town?

8. How helpful are the plans to the project(s) that is/are to be undertaken in the County?

9. How does your county raise funds for the projects?

10. Does funding influence completion rate of infrastructure projects in Kisii County?

11. Describe the magnitude of project funding levels in the construction projects you have been involved in.

12. What advice could you offer on funding to enhance successful completion of infrastructure projects in Kisii town?

**Thank You for your participation**

**APPENDIX IV BUDGET**

| | | | |
|---|---|---|---|
| **PROPOSAL WRITING** | | | |
| i. Stationery-Notebooks | 1 dozen, | 1200.00 | 1,200.00 |
| ii. Typesetting and printing | 5 reams | 500 | 2,500.00 |
| iii. Photocopying | 50 copies | 100.00 | 5,000.00 |
| iv. Binding | 50 copies | 50.00 | 2,500.00 |
| v. Transport (Local) | 20 days (UON) | 1000.00 | 20,000.00 |
| vi. Subsistence | 10 days (UON) | 500.00 | 10,000.00 |
| | | 100.00 | 3,000.00 |
| vii. Literature review-Transport | | 5,000.00 | 5,000.00 |
| **Subtotal** | | | **49,200.00** |
| **PILOT STUDY** | | | |
| i. Producing questionnaires | 20 copies | 100.00 | 2000.00 |
| ii. Photocopying questionnaires | 20 copies | 20.00 | 400.00 |
| iii. Transport (local) | 5 days (KISII | 500.00 | 2,500.00 |
| iv. Transport (Local) | TOWN) | 800.00 | 4,000.00 |
| | 5 days (UON) | | |
| **Subtotal** | | | **8,900.00** |
| **DATA COLLECTION** | | | |
| i. Producing questionnaires | 1 copies | 250.00 | 250,00 |
| ii. Photocopying questionnaires | 355 | 20.00 | 7,100.00 |
| iii. Subsistence (local) | 20 days (UON | 1,000.00 | 20,000.00 |
| iv. Transport (Local) | 20days(KISII | 1,000.00 | 20,000.00 |
| | TOWN) | | |
| **Subtotal** | | | **47,350 .00** |
| **THESIS PREPARATION** | | | |
| i. Typesetting and printing | 8copies | 400.00 | 3,200.00 |
| ii. Photocopying | 8copies | 150.00 | 1,200.00 |
| iii. Binding | 8 copies | 400.00 | 3,200.00 |
| iv. Transport (Local) | 3 days (UON) | 100.00 | 3,200.00 |
| v. Subsistence (Local) | days (UON) | 100.00 | 3,000.00 |
| **Subtotal** | | | **13,800.00** |
| **CONTIGENCIES (10%)** | | | **6,000.00** |
| **GRAND TOTAL** | | | **120000.00** |

**APPENDIX V. TENTATIVE WORK PLAN**

| ACITIVITY | SEPT-DEC 2015 | JAN-FEB2016 | FEB-APR 2016 | APR-MAY 2016 | MAYJULY 2016 | JULY-DEC 2016 | JAN-APR 2017 | APR-MAY 2016 | MAY-JUNE 2017 | JUNE-SEPT 2017 | SEP-DEC 2017 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Developing Proposal Document | | | | | | | | | | | |
| Literature Review | | | | | | | | | | | |
| Proposal Submission and Defense (at Departmental Level) | | | | | | | | | | | |
| Proposal Submission and Defense (at Faculty Level) | | | | | | | | | | | |
| Pilot Study | | | | | | | | | | | |
| Data Collection | | | | | | | | | | | |
| Data Analysis | | | | | | | | | | | |
| Thesis Writing | | | | | | | | | | | |
| Thesis Submission and Defense | | | | | | | | | | | |
| Final Thesis Submission | | | | | | | | | | | |