

**INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON
PERFORMANCE OF POLICE HOUSING PROJECTS IN NAIROBI COUNTY,
KENYA**

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**A Research Project Report Submitted in Partial Fulfilment of the Requirements for the
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DECLARATION

This research project report is my original work and has not been submitted for examination in any other University.

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DEDICATION

I dedicate this piece of work to my husband David Musyoka for his encouragement and support throughout the learning period. I also can't forget my daughter Faith Mueni and son Mark Mumo who have tolerated long periods of loneliness while i was away attending classes. I also wish to recognize the support of all the other people without whose effort this work wouldn't have been a success. God bless you all.

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ABBREVIATIONS AND ACRONYMS

A.P	Administration Police
I.G	Inspector General
I.P.O.A	Independent Policing Oversight Authority
K.N.H.R.C	Kenya National Human Rights Commission
KPS	Kenya Police Service
N.P.S	National Police Service
N.P.S.C	National Police Service commission
P.M.I	Project Management Institute

ABSTRACT

The identification of factors necessary for successful implementation of projects is of great importance to many institutions and organizations. In Kenya like other countries, construction industry is one major industry contributing significantly to the socio-economic development and growth. Achieving project implementation on time, within budget, at specified quality standards and most importantly without unprecedented cost escalations is a major criterion of success of projects. 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. The overall goal of this study was to examine the influence of monitoring and evaluation practices on performance of police housing projects in Kenya. The specific objectives were; to establish the influence of stakeholder participation, capacity building, planning process and resource allocation on performance of police housing projects in the National Police Service Kenya. The study adopted resource-dependence theory and normalization process theory. The study adopted a descriptive design. The design facilitated the collection of information on the influence of monitoring and evaluation practices on performance of police housing projects in Kenya. The target population for this study was three police stations from Njiru and central sub counties. The target population was to be made up of 230 people and a sample size of 146 respondents. A pilot-test was conducted from Kasarani police station in Nairobi where ten (10) questionnaires were randomly distributed to both commissioned and non-commissioned officers. The questionnaire had both open ended and closed questions. In this study the questionnaire was chosen as the method of collecting data for it was easier to administer and analyze the data collected from the field. Secondary data was also obtained from the financial statements of the institutions. This assisted in measuring the performance. The questionnaires were administered by the researcher personally. Upon collection of data, it was checked for completeness, consistency and errors. The data was further coded and entered for analysis using SPSS. Pearson correlation analysis was used to relate the various study variables. The results of the study are presented using tables. The study found that majority of the respondents was male represented by 58.90%. Through questionnaires, information relevant for this study was collected. Majority of the respondents are well educated with 53.5% having 'O' Level qualification hence had adequate knowledge to understand the concept of monitoring and evaluation practices on police housing project. From the study results, most respondents (69%) indicated that stakeholder engagement, capacity building, planning process and resource allocation highly affects the performance of police housing projects. The study recommends that since monitoring and evaluation aspects are an important inclination towards performance of police housing projects, the projects should establish an independent monitoring and evaluation department that identifies, analyses, monitors and controls housing projects. To further improve performance of police housing projects, the monitoring and evaluation department should educate its stakeholders on the aspects of project management. Further, planning skills should be employed in all phases of the project cycle in the police housing project. Finally, enough resources should be allocated to the police housing projects in order to enhance their performance and completion.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

From a global perspective, the house provides a ‘necessary foundation’ for every person to live during the social actions and physical actions (Byrne and Diamond, 2007). The price of real estate market became more unstable since the economy of many countries increased dramatically after World War II. House became ‘more expensive’ in many countries from the beginning of 21st century (Haffner and Boumeester, 2010). There is a gap between high-income and low-income group. For low-income group, to own a comfortable house became one of the unaffordable dreams in their lives. Providing affordable housing has become an urgent task for governments. Today many governments around the world have realized it and have been planning to take more actions on it.

The U.S. government, Sweden’s government and Singapore’s government, for example have carried out many policies to solve the problem. Wallace published a research in 1995 that analyzed the affordable housing gap in US mainly by focusing on the federal financial support and the rules of “for-profit and non-profit” agencies (Sirmans and Mecphenson, 2003).

There is no official definition of ‘affordable housing’ yet, but there is a wide acceptable definition about the ‘target group’ of ‘affordable housing that was defined by James E. Wallace: If a family’s total monthly cost is less than 30% of householder’s income (United States life cost level), the affordable housing policy would be applicable. Different countries have different affordable housing policies; in Canada and United States, local governments seem firmly committed to increasing the availability of affordable housing through a variety of innovative subsidy programs; In China, affordable housing involves the national construction program and organized by the real estate department of province government to provide a suitable housing environment for the low-income families.

The development history of affordable housing showed that western countries and eastern countries are in different situations and cannot share the same policies. The affordable housing system development started very early in U.S. and Europe, but in Asian countries, it started from the middle of 20th century.

Some of the high developed countries and areas in Asia like Singapore and Hong Kong started their affordable housing project from 1950s, which will be quite early in Asian area. In the recent decades, China government made very hard efforts to develop affordable housing for the low-income householders in order to keep the growth of society stable.

For several years, the crisis of police housing has been a matter of concern for serious and continuous debate in the National Assembly and the police formation cycle. In all these debates, one major solution is the agitation for the provision of resources to fund the adequate and decent houses for the police set to ease pressure on police officers who in the past have been forced to share accommodation unit owing to an acute house crunch. The former inspector General of Police lauded the government following the treasury allocation of Ksh 1.2 billion to the Housing Corporation towards the development of 2000 housing units across the country by the end of Financial Year in June 2014, saying “It was part of police welfare”. That will motivate the police to work well. Most of the police officers are not discharging duties properly due to the poor working environment they operate from (Republic of Kenya Budget estimate June 2014/2015 and Business Daily- Sunday September 6, 2013).

Regionally, from the Africa perspective, reports done by construction review online suggest that in 2013, news reports of buildings collapsing claimed more than 60 people across Africa. In Lagos, Nigeria, buildings continue to sprout to meet the needs of the growing population. In 2015, an Islamic school in the village of Bukuru, Plateau State, Nigeria, collapsed killing six people. The use of substantial materials and shoddy oversight led to the collapse. The supervision of the building that majorly involved critical decision making will be poorly coordinated and compromised.

Trumper (2008) refers to project management as the art of making the right decisions and is one of the most important issues in project success. Throughout the projects’ lifecycle, the management is faced with making a large number of different decisions in terms of outcomes, consequences and their effect on project success or failure. Unfortunately, throughout history there has been many building collapses across the world, some even more deadly than others. The cases of building failures and eventually collapse in Kenya have reached an alarming rate over the years (Mwangi, 2016).

The need to provide shelter to man and his activities has been the utmost priority. Buildings are constructed to serve as shelter for man and his activities in an environment (Oseghale, Ikpo & Ajayi, 2015) and therefore must be properly designed, well planned, proper decisions made at every stage, well-constructed and maintained to obtain desired satisfaction from environment. However, construction project failures are due to time and cost overruns resulting from lack of experience, poor field investigation, under estimates, inadequate project analysis and poor decisions (Harris & Ms Caffer, 2002). The increasing number of buildings collapsing while under construction or soon after has reached alarming proportions and has claimed so many lives and properties worth millions of shillings. Some of the real estate companies in Kenya have embarked on constructing affordable housing in line with Vision 2030. Currently, Suraya Property Group, have various ongoing projects such as Encasa located off Mombasa road referred to as 'The Starter Home', that aims to attract first time home buyers. The project upon completion is expected to have 1,087 apartments located in 14 courtyards (Suraya, 2017).

In Kenya like other countries construction industry is one of major industry contributing significantly to the socio-economic development growth. Achieving project implementation 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 county 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). Most construction projects in Kenya are exposed to extreme cost escalation menace to the extent that it calls not only for extra funding but also specialized expertise hence leading to technical and project managerial conflicts between project's parties. Adherence to cost estimates has been a major challenge and considered to be the biggest problem which hinders project's progress since it decreases the contractors' profit margin hence leading to huge losses leaving the project in big trouble (Nyandika, 2014).

With regard to National Police and Kenya Prisons Services Housing project, The State Department of Public Works, in conjunction with the State Department of Housing and Urban Development, continues in its mandate to implement the ambitious 1850 National Police and Kenya Prisons Services Housing project. The project that was launched in March 2016 has seen the expeditious delivery of 250 housing units in October 2016 and another 800 units by December 2016. The pilot program had been phased out into two phase of 1050 units and 800 units. The second phase of 800 units was scheduled for kick off in September 2016 and targeted for completion by January 2017. This study is anchored on Resource-dependence theory (Penrose, 1959) and normalization process theory (NPT). Resource dependency theory postulates that it is the heterogeneity and not the homogeneity of the profitable services from its resources which give every corporate its unique character. Normalization process theory deals with the implementation, embedding, and integration of new technologies and organizational innovations, which is basically the ideal police housing project. The study was conducted in Nairobi County. In the county, there are ongoing twenty-one (21) housing projects. The county is made up of eleven (11) sub counties with a total of sixty (60) police stations. The area of interest in this study was Njiru Sub County made up of both Kamulu and Ruai police stations and central sub county made up of Kamukunji police station.

1.2 Statement of the Problem

Monitoring and evaluation of construction work is essential to effective performance of any construction project. Increased migration and rapid urbanization have positively affected construction industry, more so there has been a significant increase in house building project-based works in urban areas (UNCHS, 2006). The sustainability of this sector is in jeopardy. The concept of delay in the substantial completion of housing construction projects is a global phenomenon. According to Kenya National Bureau of Statistics' (2013), it is adept to reiterate that the housing construction projects in Kenya contributes 7% of the country's gross domestic product (GDP). The challenge of demand for quality service and upcoming reforms for most of the housing construction projects has realized the need for quality service delivery and efficiency (World Bank, 2014). According to Ahmed et al., (2012), the urban construction housing project is bound to fail due to slow rate in implementation, lack of proper planning and contract management. The failure can result to losses of over 19.82% (UNCHS, (2006).

Research from US based IT Project Specialist, Standish Group (2011), suggests that latency between decisions is a major contributor to project delays and failures. The research shows that for every \$1000 in project cost, the organization will need to make 1.5 decisions. A \$1 million project will produce 1,500 decisions while a \$5 million project will have 7,500 decisions. In Kenya, delays in project completion are a common problem in the housing construction industry not only with an immeasurable cost to society but also with debilitating effects on the contracting parties. Regrettably, some project management decisions are made based on an individual's experience and judgment while handling projects which does not always lead to project success. The delay in making the right decisions on time contributes to the delay or failure of the project. Several studies (Musa, 2010; Karimi, 2012; Tulakhaba 2011, Mwandali, 2016) have been done focusing on different aspects of housing project completion and further appreciating the crisis in construction project in terms of implementation. Empirical evidences are in short of the influence of monitoring and evaluation practices on performance of police housing projects in Kenya. It is on this premise the study sought to establish the influence of monitoring and evaluation practices on performance of police housing projects in Nairobi County, Kenya.

1.3 Purpose of the Study

The purpose of this study was to establish the influence of monitoring and evaluation practices on performance of police housing projects in Nairobi County, Kenya

1.4 Objects of the study

The main objective of the study was to establish the influence of monitoring and evaluation practices on performance of police housing projects in Nairobi County, Kenya. The study was further guided by the following specific objectives.

- i. To examine the influence of stakeholder's engagement on performance of police housing project in Nairobi County, Kenya.
- ii. To evaluate the effect of M & E planning on performance of police housing project in Nairobi County, Kenya.
- iii. To determine the impact of capacity building on performance of police housing project in Nairobi County, Kenya.
- iv. To assess the impact of resource allocation on the performance of police housing project in Nairobi County, Kenya.

- v. To evaluate the moderating effect of organizational structure on the relationship between monitoring and evaluation practices on performance of police housing projects in Nairobi County, Kenya

1.5 Research Questions

This study sought to answer the following research questions

- i. To what extent does stakeholder's engagement influence performance of police housing project in Nairobi County, Kenya?
- ii. What is the effect of M & E planning process on performance of police housing project in Nairobi County, Kenya?
- iii. To what extent does capacity building influence performance of police housing project in Nairobi County, Kenya?
- iv. How does resource allocation influence performance of police housing project in Nairobi County, Kenya?
- v. Does organizational structure moderate the relationship between monitoring and evaluation practices and performance of police housing projects in Nairobi County, Kenya

1.6 Significance of the Study

The study will be of importance to policy makers in the National police service department, other government departments and even the private sector in general as a whole in matters of planning, funding, conducting feasibility studies, having the right expertise and having a proper procurement process regarding implementation of projects.

The National police service Kenya will benefit from the findings of this work since it serves as a feed-back on some of the reasons why their various projects are either successful or on the verge of failing or have already failed. Also, the future researchers may find this research significant in the project of areas which needs further studies to build on the topic of factors affecting execution of projects.

This study is intended to give a deeper insight into the field of project management from the perspective of Project Management Body of Knowledge (PMBOK). The study contribution will be inclined towards understanding the aspects of monitoring and evaluation of projects. Monitoring is performed while a project is being implemented, with the aim of improving the project design and functioning.

Regular observation to find out and follow up of the project implementation to find out if project is on track with respect to objectives, budget, time and other criteria. Monitoring helps to troubleshoot for antilogies cost over runs. On the other hand, evaluation involves systematic assessment of the performance of the project with respect to the goals and objectives set originally. The performance of the project in respect of financial budget, timeliness, benefits of cost projections and other aspects are examined and suggestions for any necessary adjustment improvements or control are made. Evaluation studies can assess the extent to which the project produced the intended impacts, increase in income, better housing quality, and the distribution of the benefits between different groups, and can evaluate the cost effectiveness of the project as compared with other options.

1.7 Assumption of the Study

It was assumed that the respondents will be willing to participate freely in the study. Further the respondents gave true information to the best of their knowledge. The study also assumed that all other factors will remain the same during the entire period of the study thus no or very minimal influence from the environment.

1.8 Limitations of the Study

The study focused on the influence of monitoring and evaluation practices on performance of police housing projects in Kenya. The target population for this study comprised of officer commanding station (OCS), officers residing within the houses, contractors and ministry of public works officers concerned with the project. The findings of the study were limited to police housing project in Nairobi County, Kenya. The study focused on three police housing projects at Kamukunji police station, Njiru police station and Kamulu Police Stations limiting the findings to be generalized to all police housing projects in the entire country.

1.9 Definitions of Significant Terms

Monitoring: Collection and analysis of information for a given program or intervention

Evaluation: Assessment whose focus is to answer questions relating to a program or an intervention

Performance: Achievements of targets set by organization in question in the spirit of maximizing wealth for stakeholders

Planning: A discipline for stating how to complete a project within a certain timeframe, usually with defined stages, and with designated resources

Stakeholders: Group of individuals or organizations involved actively in the project whose interests may be negatively or positively affected by the outcomes of the project)

1.11 Delimitation of the Study

This study coverage was on three police housing projects at Kamukunji, Njiru and Kamulu police stations. The study used questionnaires to collect data. Each respondent was issued with the same questionnaire to answer. The information collected was used only for the purpose of this study and was treated with confidentiality.

1.12 Organization of the study

The study project is made up of three chapters; chapter one covers introduction, background of the study, statement of the problem, purpose of the study, objects of the study, research questions, significance of the study, underlying assumptions, limitations, delimitations and definition of terms. Chapter two covers introduction, relationship between study variables, theoretical framework, conceptual framework and summary of research gaps. Chapter three will cover research design, target population, sample size and sampling procedure, data collection instrument, data collection procedure, data analysis technique, operationalization of the study variables and ethical considerations. Chapter four of the study details the data analysis, presentation of findings, interpretation and discussion. Chapter five is the final section of the study and gives the summary of the findings, conclusions, recommendations, suggestions for further studies and contribution to the body of knowledge.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the relationships between the study variables. It also reviews the theoretical literature. It covers identification of the research gaps and finalized with the conceptual framework.

2.2 Performance of Police Housing Projects

Performance is recognized as an important concept in research. Performance is both multifaceted and multidimensional construct. Performance indicators differ from one industry to another (March & Sutton, 1997). Performance measurements include both traditional methods as well as modern methods. Traditional methods are sales, profits, financial ratios and market share. Modern methods of performance measurement include approaches like balance score card (Kaplan & Norton, 1992) and triple bottom line (Elkington, 1997). In the context of these study performance indicators includes timely completion of projects and efficient use of resources.

2.3 Stakeholder Engagement and Performance of Police Housing Projects

Stakeholder participation can be defined as a social process through which groups sharing living needs in a specified geographical area identify similar and necessary needs, go through a decision-making process and set up ways in which to achieve set goals and objectives (Adesina, 2010). Nonetheless, in heterogeneous groups and individuals may become a community and thence may take collective action to attain specific and shared goals and objectives. Stakeholder participation in one of the most fundamental factors that influences sustainability and project implementation. The determinants of whether a project is established, quickly and successfully and whether it responds and adapts to changes and needs is the level of stakeholder support. In consequence, stakeholder participation is a vital component of community development which further reflects a grassroots approach to problem-solving.

According to Abbot (2004), it is a worldwide recognition that government scheme participation means utilizing the services/inputs offered to support the project. Participation in government schemes is usually contrasted in involving control over decisions, plans, priorities which are forms of implementation.

These forms are usually induced, spontaneous, or assisted to achieve collective goals. Stakeholder participation is the most fundamentally important and complicated aspect of the local development and planning. Appropriate and effective participation leads to social/personal empowerment, development in the social/political and economic spheres (Kaufman & Alfonso, 1997). Yet still, there are obstacles which include the powers of the central bureaucracies, inadequate or lack of local skills, social stratifications, experience in organizational management and the effects of national or transnational structures.

In his study, Cavaye (2011) indicated that transformation of regional communities is caused by the social and economic changes. The ability of the communities to adapt to the changes is dependent on service delivery, infrastructure maintenance, and economic development. Further, there is reliance on the local population to utilize assets in new and diverse ways, gaining more networks, cooperation, mobilization of existing skills, technological innovation and actualizing the innovations. The outcomes of the above actions are job creation, improvement in economy and infrastructure and a stronger community that is able to embrace manages change. Action, participation, and contact create a more vital community that has more skills, networks, better leadership and passion with the ability to create and manage change. Cavaye (2011) also noted that long-lasting development within the existing rural areas is dependent on the minimally tangible components of development like local leadership, motivation and rethinking, community ownership and action. On the matter of literature of stakeholder development on community participation or a prescription that ensures it, there is no clear-cut agreement, that notwithstanding, there is a need for stakeholder participation in management and development is accepted and recognized in the project management professional literature. Stakeholder participation, therefore, should be aimed at empowering people by ensuring that skills developed to lead to employment creation.

In another study, Hofisi (2013) noted that the failure of rural communities to sustainable development in government-funded projects is caused by inadequate empowerment by the project; further he points out that government-funded projects are sustainable if the participatory process is allowed from project identification to completion.

In as much as the participatory projects are able to address the basic community needs through involvement, unsustainability may arise in cases where there are over ambition. Consequently, it should be ensured that there is manageability of coordination of all the institution involved in the project designs. The recommendation put by Hofisi (2013) is that project design should be clearly described exit strategies and handover of projects assets once the project is completed. Finally, the community involved in the project should be duly involved in the existing strategies in the project.

2.4 Planning Process and Performance of Police Housing Project

According to Baldwin and Bordoli (2014), despite the definition put forth for project planning, there are a number of objectives that are achieved by project planning which include, completion of projects as per the set standards design, quality, resources, safety and health according to the costs scheduled to the expectations of the stakeholder. It was the early construction studies that the importance of project planning was recognized from which it was argued that it needed to be improved by examining more management planning strategies. There is a strong correlation between the success of a project and proper project planning as per the perspective of the stakeholders (Dvier and Lechler, 2014). The two scholars also indicated that through clear definition of technical and functional specifications in project planning there are higher chances of efficient and effective setting up of projects. Further, they found out that successful implementation of procedures of planning is directly proportional to benefits of project stakeholders. This means that the success of a project can be equated to the amount of planning that has been laid down, Dvier and Lechler (2004) further inferred that poor planning causal for alteration in a variable of time, quality, and cost. Benefits of good planning include the ability to forecast requirement of resources, to create more realistic schedules under clear deadlines, the ability to provide reliable information for opportunity and capacity building, the ability to communicate with clarity about the project to the stakeholders, provides information for control and monitoring with waste minimization and further providing a basis for strong team coordination.

In his study, Kariungi (2014) looked at the benefits that are achieved the through strong commitment and knowledge of project managers and the stakeholders coupled with effective scheduling and planning in the most effective way.

Regardless of the theoretical discussions on the importance of project planning and there is less empirical research for better understanding of the effectiveness of its allocation in projects. Furthermore, there is little or no evidence in to indicate the project planning strategy used in Machakos County Government to enhance effective implementation of government projects. Kerzer (2012), in the study, noted that one of the primary merits of developing an implementation methodology is the fact that there is an organizational contingency. Increase in interconnected organizational units is caused by integration of the project management implementation process. Strategic project planning communicates overall goals to all management levels within the organization. This provides for feedback from top to bottom, bottom to top, and from one functional unit to another and thus helps reduce resistance to change. This provides for feedback from top management to bottom and vice versa and from a functional unit to another and thus helps reduce resistance to change. With strategic project planning, there is equal opportunity to participate in all levels thus eliminating possible resistance and reducing the fear of the unknown. For excellent project management in an organizational project, strategic planning is usually paramount, this entails from the relationship of the employees, managers, stakeholders, staff and the overall management and commitment to various roles of all players for example roles of the executive sponsors to the organization's culture and structure. Strategic planning is paramount for any organization's survival. The difference between long-term success and failure is effective strategic planning.

2.5 Technical Expertise and Performance of Police Housing Project

Evaluation and monitoring of projects are of great importance to the various stakeholders and sponsors as it ensures that similar projects are replicated elsewhere being undertaken by the same financial sector would revolve around the same areas (Marangu, 2012). According to Naidoo's (2011) study, the process of evaluation and monitoring is taken seriously if it is associated with significant powers of decision making. The study further deduces that units of monitoring and evaluation want to be viewed as value additions and for their sake be able to justify their efforts, for this case, the credibility of M&E managers is bolstered by success factors. This means that the monitoring team needs a lot of support and strengthening in order to effectively carry out its mandate with power and authority, other than these the teams need frequency of scope monitoring in order to identify changes, big personnel capacity for project scheduling and to monitor the cost overruns (Ling et al., 2009).

The use of technology in monitoring and evaluation contributes majorly to the success and efforts of the monitoring and evaluation team, which in turn leads to value added by the team. Georgieva & Allan (2008), infer that some of the processes used to manage project work include managing the stakeholders, monitoring the processes and teamwork among the members. In this, it is conclusive to say that a good monitoring team is one that has excellent stakeholder representation. Similarly, an M&E team that has teamwork shows strength and an ingredient of better performance in project management. In addition, Gwadoya (2012), there is a collective need for properly understanding the monitoring and evaluation practices in projects. This shows that the earlier studies of project management lacked a proper understanding of the evaluation and monitoring practices among project teams. Though the studies carried out mainly dealt with critical success factors, monitoring and evaluation being one of them, few of the studies have focused on monitoring and evaluation. Several other studies reviewed also focused on monitoring and evaluation for example (Naidoo, 2011; Mwala, 2012; Marangu, 2012) but none have addressed to the specific link between monitoring and evaluation in relation to effective project management practices and implementation.

According to Pinto & Slevin (2007), the project control processes are monitoring and feedback, which at each stage of implementation, there ought to be a team to receive feedback as per how the project is fairing in relation to initial projections. Feedback is also given to the donors, sponsors, implementers, and beneficiaries of the project which is also a practice of monitoring. The feedback is thus used for decision making in order to improve the performance of the project (Bartle, 2007). Allowing for sufficient monitoring and feedback mechanisms gives the project manager the capacity to predict challenges, oversee counteractive actions and to ensure that no weaknesses are overlooked.

2.6 Resource Allocation and Performance of Police Housing Project

The significance of resource loading is that it underscores the fundamental interdependencies between construction activities and resources under which they will be performed (Nosbisch, *et al.* 2005). Resource leveling goes a step further and actually adjusts a CPM's estimated early start dates depending on resource availability. It evaluates the resource demand of the entire project and tries to reduce challenges associated with inadequate quantities and/or fluctuations in

resource requirements on a day-to-day or weekly basis. Resources can be grouped into two categories; renewable and non-renewable. According to Badawiyeh (2010), renewable resources exist on a period by period foundation which means that the quantity can be renewed from time to time. Such resources are obtained, replenished or reproduced easily. Non-renewable resources on the other hand are not easily replenish able. While project resources include both types, majority of them are non-renewable and thus raising concerns over continued availability.

The four main essential resources required in any construction project include; materials, equipment, people and time. For the project to accomplish the project plan and schedule, it is important to make sure that the necessary materials, personnel, equipment and time are availed in desired quantities at the time they are scheduled for in the project plan and schedule. Despite resource planning phase being very important in construction projects, many projects suffer avoidable delays from inadequate resource planning and control (Mendoza, 1995). Resource planning aims to identify resource quantities for different activities and schedule these resources over the project duration.

The aim of undertaking resource planning is to identify the: types of labor required for the project; roles and key responsibilities for each labor type; number of people required to undertake each role; quantities and types of equipment required; items of equipment needed and their purposes and total amount of materials required (Kass, 2012; Kumari & Vikranth, 2012; Stukhart, 1995; Badawiyeh, 2010). A Resource Plan summarizes the amounts of resources needed to execute the project. A properly prepared Resource Plan should be able to specify the exact quantities of materials, labor, and equipment required to complete the project.

A Resource Plan is supposed to be created during the resource planning phase of the project. Those responsible for the project resource management will need to create a comprehensive Resource Plan. This helps to ensure that all the resources required to execute the project are identified. By implementing proper resource planning practices, it also helps the project stakeholders with budgeting and forecasting project expenditure. The most important resource to a project is its people; the project team.

According to Mendoza (1995), human resources for construction projects can be grouped in to three categories; office personnel, construction personnel (field supervision and labor) and construction sub-contractors. The task of personnel recruitment for construction projects lies with the project manager who may delegate the responsibility to the construction manager or other project team members. It is thus the responsibility of the recruiting officer to acquire the personnel according to the needs of the project. It is also their responsibility to release the personnel from the project if they are no longer needed by the project.

The materials plan is used to guide the project manager in planning for material resources. Depending on site constraints, different approaches could be used to plan for the materials schedule. Concepts like Just-In-Time (JIT) have been used for confined sites. Though this concept is widely considered as the best for procuring materials, it can only be used for materials whose future availability is certain. While different sites adopt different strategies for materials planning and scheduling, they should all ensure that materials are present on site at the time the project schedule dictates and they should not be seen to delay the project. Sequencing of construction activities should be in such a way that equipment from one activity can be shifted to the other on its completion. This aims to reduce the total requirement of equipment at any given time. It also seeks to achieve effective utilization of equipment on the project. This involves consultation of persons who are experienced in resource estimation and allocation matters. Such people include those who have done similar work in the past. This technique is easy to use provided the expert is easily reliable and accessible. The expert builds up the estimate based on their understanding of the project requirements (Sheen, 2012). The main advantage of this technique is that it is quick and most accurate for uncertain tasks if the expert is knowledgeable. The problem with the method is that the expert may not be available or may even provide misleading information (Berkeley, 2006).

Bottom-Up Estimating involves decomposition of activities into smaller work components. It simply means breaking down large complex activities into smaller bits or pieces and working out the resource assignments for each piece (Buglione & Ebert, n.d.). According to Muldoon (2014), bottom-up estimating relies on lower-level components of the WBS.

It is a process of estimating individual activity resource needs or cost and then adding these values together to come up with a total estimate. Bottom-up estimating is a very accurate means of estimating; as long as the estimates provided at the schedule activity level are accurate. However, it has the a weakness in that it takes a considerable amount of time to perform bottom-up estimating since each activity has to be estimated accurately to be included in the calculations. The smaller and more detailed the activity, the greater the accuracy and cost of this technique (Berkeley, 2006). The problem with this technique is that it is time consuming, and it may be impossible to decompose activities that cannot be easily defined (Sheen, 2012).

2.7 Organizational Structure

Organization structure encompasses factors which influence organization and its competitive actions. According to Porter (1998), the factors are power of suppliers, threat of substitutes, threats of new entrant, power of consumers and level of competition within the market. These factors determine an industry potential. Long term profitability of the organization depends on the five forces as they shape the division of value in the sector. Hitt, Ireland and Hoskisson (2001) postulated that an organization can influence these forces in the market to its advantage or disadvantage. The ground in which competition occur is the industry in which an organization and its competitors operates. Each sector has its unique structure which forms the nature of interaction taking place. Understanding the underlying structure of an organization current and future is key in monitoring and evaluation (Galbreath & Galvin, 2008).

2.8 Theoretical Framework

Theories are devised to explain the existence of a certain phenomenon and in most cases to challenge and broaden the current understanding of the phenomena, in the limits of the critical bounding assumptions. The theoretical framework is a detailed structure which can support a theory of a research study. The framework ushers in and describes the theory which tries to explain the research challenges under study (Abend, Gabriele & Swanson, Richard A, 2008). This study is anchored on two theories, that is, resource dependency theory and normalization process theory.

2.8.1 Resource-dependence theory

The relevance of this theory to the current study is that projects are heavily dependent on resources. The four main essential resources required in any construction project include; materials, equipment, people and time.

For the project to accomplish the project plan and schedule, it is important to make sure that the necessary materials, personnel, equipment and time are available in desired quantities at the time they are scheduled for in the project plan and schedule. Penrose in 1959 discovered the Resource-dependence (RDT) theory. He claims that it is the heterogeneity and not the homogeneity of the profitable services from its resources which give every corporate its unique character. The concept of corporate's resource heterogeneity is the foundation of the RDT. RDT gives a possible description how corporates mobilize resources (Barney, 2003).

The theory further states that the core to institutional survival is in its aptitude to get and maintain resources from its parameters. It employs two hypotheses in reviewing sources of competitive benefits. To start with, the theory has a hypothesis that the corporate in an industry may be heterogeneous in regard to the availability of resources in their control. The second hypothesis is that the heterogeneity of resource may last for a time since the resources spent in implementing corporate's strategies fail to be perfectly moveable across firms (i.e., most of the resources may fail to be marketed in factor markets and are difficult to accumulate and imitate) Kozlenkova, Samaha & Palmatier, (2014).

In minimizing dependence on a specific environment, institutions ought to look for resources from various suppliers and adapt to the current modifying environment. RDT proposes that, if it encounters environmental difficulty, social ventures should try to secure resources through debt, equity, or grants from different supplier. Frequently resource-seeking conduct is personified in the form of a business-plan or grant which might be adapted to the financing environment. Entrepreneurs utilize the device to describe the potential of their corporate suppliers like venture capitalists and formal finance firms like banks and small-business advancement institution. Thus, the corporate devise and identifies ways of using resources to exploit an identified opportunity by the entrepreneur (Delmar & Shane, 2013).

The RBT of the corporate gives optional views to assist explain way a firm might advance, grow, and flourish in resource-constrained environments. It proposes that every firm is unique in its idiosyncratic relation to the resource environment. The different of a firm result because of elicit various services from the similar set of objective resources.

A resource that is perceived to be worthless to a firm may be valuable to a different firm. Thus, corporates may deliberately use the existing resources for free or cheaply because others judge them to be useless (junk) or substandard (Baker & Nelson, 2015).

2.8.2 Normalization Process Theory

The relevance of normalization process theory (NPT) in this study, is founded on the fact that the theory deals with the implementation, embedding, and integration of new technologies and organizational innovations, which is basically the ideal police housing projects. The Normalization Process Theory (NPT) was advanced in the United Kingdom by Professor Carl May and Dr Tracy Finch in association with a host of national and international colleagues. The drive of NPT is to explain and comprehend the procedures of inventions or interventions to be a routine in project management. It emphasizes on the task which has to occur on the execution invention on the daily practice (May, 2006). NTP is a socio-behavioral theory emphasized on the social institutional of the task (executional), of building exercises routine factors of daily life (embedding) and of withstanding embedded exercises in their social contexts (integration)" (May, 2009). It investigates the „execution procedures“ in the projects of the community to validate the factors affecting worthy modifications in exercise.

The theory comprises of four building blocks which describe the institutional of the task performed, and suggests that, for a complex involvement to be routine everyday practice, the following mechanism should be considered; coherence („what is the work“), cognitive involvement („who does the work“), collective action („how does the work get done“) and reflexive monitoring („how is the work understood“) (Finch, 2009). These build ups are not linear, but iterative and interrelated. Drivers of change include persons, institutional, political and economic factors (Grol & Wensing, 2014). Procedural appraisal of complex interventions may specify contextual factors connected with exercise modification. The theory is vital to the study because it pursues to establish the impact of monitoring and evaluation on sustainability of the projects, executing and evaluating complex interventions, new technologies, and business processes in police housing projects and demanding.

NPT may be utilized in supporting the work of execution and evaluation of complex interventions (May C, 2009)

2.9 Conceptual Framework

A conceptual framework is described as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. When clearly articulated, a conceptual framework has potential usefulness as a tool to scaffold research and, therefore, to assist a researcher to make meaning of subsequent findings. Such a framework should be intended as a starting point for reflection about the research and its context. The framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. As with all investigation in the social world, the framework itself forms part of the agenda for negotiation to be scrutinized and tested, reviewed and reformed as a result of investigation. For the purpose of this study, the conceptual framework in figure 2.1 shows the relationship between the independent variables (Monitoring and Evaluation of stakeholder engagement, capacity building, planning process and resource allocation) and the dependent variable (Performance of Police Housing Projects).

Independent Variables

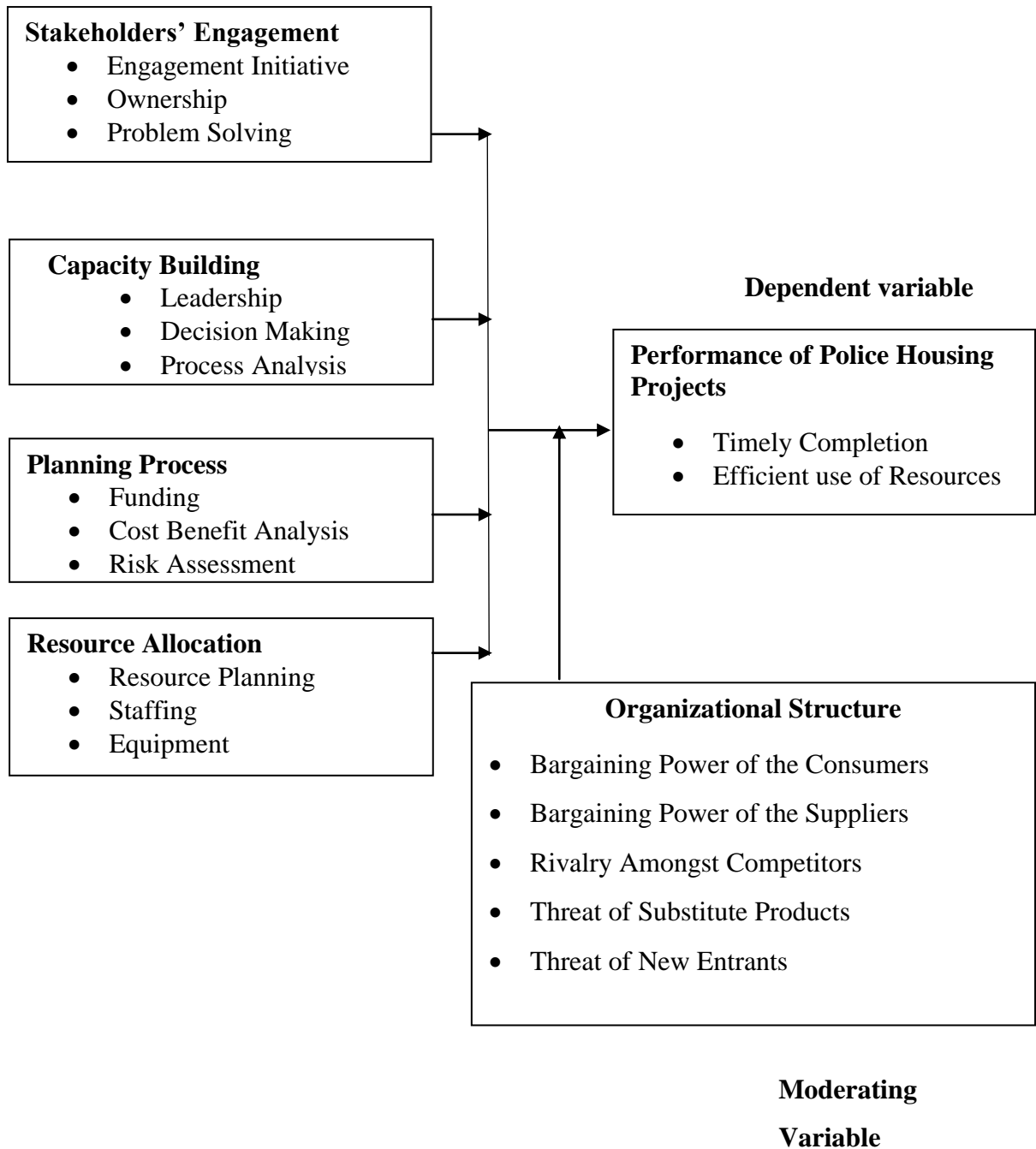


Figure 2. 1 Conceptual Framework

2.10 Knowledge Gaps

Based on the empirical review, there are various conceptual, contextual and methodological gaps amongst the relationship between monitoring and evaluation, organizational structure and performance.

Of importance is the contradicting and inconsistency in the results of the previous studies done by different researchers. Furthermore, there is no known study which has looked at the moderating effect of organizational structure on the relationship between monitoring and evaluation, organizational structure and performance of Police Housing Projects. These are the gaps which this study seeks to fill.

Table 2.1 Knowledge Gaps

Author	Title	Findings	Recommendations	Research Gaps	Gap Filled
Baldwin and Bordoli (2014)	Factors Affecting Performance of housing projects	The study found out that there are a number of objectives that are achieved by project planning which include, completion of projects as per the set standards design, quality, resources, safety and health according to the costs scheduled to the expectations of the stakeholder.	The study recommends that there should be a strong correlation between the success of a project and proper project planning as per the perspective of the stakeholders	The study failed to relate the factors of stakeholder engagement, capacity building, planning process and resource allocation on performance of police housing projects	Current study relates the factors of stakeholder engagement, capacity building, planning process and resource allocation on performance of police housing projects
Pinto & Slevin (2007)	Effects of project control on Performance of housing projects	The study findings indicate that the project control processes are monitoring and feedback, which at each stage of implementation, there ought to be a team to receive feedback as per how the	The study recommends that Feedback should be given to the donors, sponsors, implementers, and beneficiaries of the project which is also a practice of monitoring so as to be used for decision making in order to improve the	The study failed to relate the factors of stakeholder engagement, capacity building, planning process and resource allocation on performance	Current study relates the factors of stakeholder engagement, capacity building, planning process and resource allocation on performance of police

	project is fairing in relation to initial projections..	performance of the project.	of police housing projects	housing projects
A comparative study of housing projects in West and Central Africa	The results of the study show that the Resource leveling goes a step further and actually adjusts a CPM's estimated early start dates depending on resource availability. It evaluates the resource demand of the entire project and tries to reduce challenges associated with inadequate quantities and/or fluctuations in resource requirements on a day-to-day or weekly basis	The study recommends that the factors of resource allocation be taken into consideration in relation project planning, monitoring and evaluation.	The study failed to relate the factors of stakeholder engagement, capacity building, planning process and resource allocation on performance of police housing projects	Current study relates the factors of stakeholder engagement, capacity building, planning process and resource allocation on performance of police housing projects

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals with the methodology, which was adopted in carrying out the study. Further it has described the kind and source of data, the target population and sampling techniques which were adopted in selecting the sample size. It also describes how data was collected and analyzed.

3.2 Research Design

Kothari, (2004) delineates a research design as the preparation of events for gathering and analysis of data in a manner which purpose to integrate relevance to the research drive, reasonable time and cost. Descriptive design was employed in this study. Descriptive research design majorly deals with affiliations which exist, events which occur, ongoing processes, attitudes which are held or developing trends. Descriptive research design is suitable when the study seeks to describe and observe behavior of phenomenon of the study. It allows for collection of data at one particular point in time. Descriptive design allows researcher to collect data and make inferences about the population. This research design was considered appropriate because the study sought to collect data on a number of variables at one point in time so as to examine the relationship between monitoring and evaluation practices and performance of police housing projects in the National Police Service, Kamulu, Ruai and Kamukunji Police stations. Researchers (Newbert, 2008, Ongeti, 2014) successfully used the same design for similar studies.

3.3 Target Population

The target population for this study was made up of three police stations in Nairobi county. Target population were 230 persons who included officer commanding police division, officer commanding station, officers residing within the houses, contractors and ministry of public works employees. Police stations were identified to be in Njiru Sub-County (Kamulu and Ruai Police Station) and Central Sub County (Kamukunji Police Station).

The table below shows the target population.

Table 3. 1 Target Population

Department	Officers
Officer Commanding Police Division	2
Officer Commanding Station	3
Officers residing within houses	200
Contractors	8
Ministry of Public Works	17
Total	230

Source: National Police Service Records (2020)

3.4 Sample and Sampling Technique

The sampling plan describes how the sampling unit, sampling frame, sampling procedures and the sample size for the study. The sampling frame describes the list of all population units from which the sample are chosen. According to Gay (2001) a sample of 10 - 30% is representative to a given population. According to Yamane (1967), a study using stratified random sampling with margin of error of 5 % and significance level of 5%, the required sample size is calculated as follows.

$$n = N/[1+N(e)^2]$$

$$n = 230/ (1+230(0.05)^2]$$

$$n = 146$$

Table 3. 2 Distribution of Sample

Department	Population (N)	Sample Size
Officer Commanding Police Division (OCPD)	2	2
Officer Commanding Station (OCS)	3	3
Officers residing within houses	200	133
Contractors	8	2
Ministry of Public Works	17	6
Total	230	146

3.5 Instruments

The study used primary data. Primary data is gathered by use of closed questionnaire. Questionnaires are appropriate for studies since they collect information that is not directly observable as they inquire about feelings, motivations, attitudes, accomplishments and experiences of individuals. The questionnaires were administered on a drop and pick up method where the respondents were given time to answer the questions at their own pace; this was done in order to ensure uniformity of answers and also to increase the response rate.

3.6 Pilot Test

Pilot survey is a small-scale replica and reconnaissance of the real study. It helps in ascertaining the suitability and simplifies the utilization of the research tools and the functional elements of administering the questionnaires. The drive of a pilot test is to identify possible weaknesses, inadequacies and constraints in all aspect of the research process. A pilot-test was conducted in the neighboring Kasarani police station where ten (10) questionnaires were randomly distributed to officer commanding station and officers residing in the houses. Response from the pilot test was used to modify the questionnaire before it was finally used for the actual data collection process.

3.6.1 Validity Test Instrument

According to Orodho, (2005) validity is the extent to which findings extracted from review of the data really represents the phenomenon under investigation. There are two types of validity of the questionnaire, which are face validity and content validity. Face validity is the likelihood that a question is misinterpreted. According to Cooper and Schindler (2006) pretesting is a good way to improve the likelihood of face validity. On the other hand, content validity, which also known as logical validity, refers to the extent to which a measure represents all facets of a given social construct. The content validity of this study was enhanced by seeking opinions of experts in the field of study especially the supervisors.

3.6.2 Reliability Test Instrument

Reliability weighs the extent to which a research instruments yields constant findings or data after repeated trials (Kothari, 2004). Reliability enables the researcher to estimate error and make the necessary corrections if any. This is because the larger the reliability the smaller the error and conversely, the larger the error, the smaller the reliability.

The study used Cronbach alpha to measure reliability of the questionnaire. According to Nunnally (1978), Cronbach alpha equal to or greater than 0.7 shows that the questionnaire is reliable. Thus, the study adopted a Cronbach alpha ≥ 0.7 .

3.7 Data Collection Procedure

Primary data was collected from the respondents. Questionnaires were semi structured with a 5-point Likert scale of 1=strongly disagree, 2= disagree, 3= neither, 4= agree, 5=Strong agree. The questionnaire were self-administered to the respondents through drop and pick later method. Thus, respondents were given time to respond. Questionnaire is made up of seven sections. Section A focus on bio data. Section B on stakeholders' engagement. Section C on capacity building. Section D on planning process. Section E on resources allocation. Section E on organization structure and section F on performance.

3.8 Data Analysis and Presentation

The raw data obtained from the questionnaires was scrutinized after data collection exercise (Mugenda & Mugenda, 2003). Data was edited to detect errors and omissions before being corrected for consistency and completeness, data analysis was done using descriptive statistics such as frequencies and percentages. Inferential statistics was used to analyze the relationship between the study variables. Simple linear regression was used to analyze the relationships in objectives one to four. Stepwise regression analysis was used to analyze objective five. Results from descriptive statistics were presented in form of tables, charts and graphs. Results from regression analysis were presented in terms of goodness of fit (R^2), overall significance (F-test), individual significance (t-test) and p-values.

3.9 Ethical Consideration

This entails obtaining necessary permission from both the administrators of the university and the management of the selected organizations. Their permission was useful in ensuring that this research study was successfully completed so that the findings collected in the consequent stages does not breach the rules and regulations laid down when undertaking this research work.

Voluntary participation means all the people involved in the research do it out of free will. No one is forcing them. The officers had a choice to choose whether to participate at any point in time without having a negative impact on the program or their involvement in future. It was therefore the right of the participants to answer the questions asked.

Confidentiality means that information is not made public or accessed by anyone else other than the researcher himself. The officers were assured of the confidentiality of all the information provided. This assisted in improving the response rate of the respondents.

This is where the participant has a right to privacy when involved in a research. When something is private to a person it means they are sensitive about it. This is one of the most important ethics in research. To ensure the privacy, the officers were not required to indicate their name on the research questionnaire.

3.10 Operationalization of the Study Variables

This section explains how independent variables are related to the parameters that determines the level of relationship. It is the description of the operation that was used in measuring the variable (Mugenda and Mugenda, 2003). The study proposes that the performance of police housing projects is determined by stakeholder engagement, capacity building, planning process and resource allocation. The framework in Table 3.3 shows the measurable parameters.

Table 3. 3 Operationalization of Study Variables

Variable	Operational Indicators	Measurement
Monitoring and Evaluation (Independent Variable)	Stakeholders' Engagement	
	Engagement Initiative	Nominal
	Ownership	Ratio
	Problem Solving	Ordinal

	Capacity Building	
	Leadership	Ratio
	Decision Making	Nominal
	Process Analysis	Nominal
	Planning Process	
	Funding	
	Cost Benefit Analysis	Ratio
	Capacity building	Nominal
	Resource Allocation	Nominal
	Resource Planning	
	Staffing	Nominal
	Equipment	Ratio
		Ordinal
Organizational structure (Moderating Variable)	Threats of New entrants	
	Bargaining Power of the consumers	Nominal
	Bargaining Power of the supplier	Ratio

	Rivalry amongst competitors	Ordinal
	Threat of substitute products or services	Ordinal Nominal
Performance of Police Housing Projects (Dependent Variable)	Timely Completion Efficient use of Resources	Ratio Ratio

Source: Researcher, 2020

3.11 Summary

This chapter constitutes the techniques that were used in conducting the study. Therefore, the chapter provides descriptive research design which help researcher to plan and carry out descriptive studies. The location of the study was based at Njiru sub- County (Kamulu and Ruai police station) and central sub county (Kamukunji Police Station). The target population was 230 officers. The study adopted a census technique as the sampling method. The questionnaires were used to collect data. Data analysis was through quantitative technique.

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION, INTERPRETATION AND
DISCUSSIONS

4.1 Introduction

This part of the research project contains presentations and discussions of the findings gathered from the study undertaking. It covers response rate, summary of respondents profile as well as descriptive and inferential statistics. Findings are also compared and contrasted with previous findings in order to arrive at worthy conclusions and help answer the research questions.

4.2 Analysis of Response Rate and Respondents Distribution

This section presents a summary of respondents profile and distributions. The analysis and presentations in this section are key in getting a background understanding of the study respondents.

4.2.1 Return Rate

The table that follows presents a summary of the response rate achieved through the study. This is followed by a justification why the response rate achieved was considered adequate.

Table 4.1. Return Rate

Response	No. of questionnaires	Percentage
Returned	130	89.04%
Not returned	16	10.96%
Total	146	100%

Source: *Survey data (2020)*

From the targeted 146 respondents, 130 questionnaires were properly filled and returned. This represented 89.04% response rate. The 89.04 percent response rate was attributed to the use of self-administered questionnaire. Respondents were also assured of confidentiality of the information provided.

Babbie (1990) suggested that a response rate of 60% is good, 70% very good and 50% adequate for analysis. Mugenda & Mugenda (2003) also asserts that a response rate of 50% is considered adequate, 60% good and above 70% very good. In addition, Bell and Costa (2006) argued that the larger the response rate, the smaller the non-response error. Therefore, the response rate in this case was good.

4.2.2 Respondents profile

This section covers a summary of the background information of the study participants.

The figure that follows provides a summary of respondents' gender. From the study findings, 76.32% of the respondents were male while the rest 23.68% of the respondents were female. As such, a conclusion can be made that the largest section of the respondents was male dominated.

The table that follows presents a summary on the duration that the respondents' had served in Kenya Police.

Table 4.2: Length of Service in Kenya Police

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 -2 years	17	12.79	12.79	12.79
	3-7 years	9	6.98	6.98	19.77
	8-10 years	104	80.23	80.23	100.0
	Total	130	100.0	100.0	

Source: *Survey data (2020)*

Majority of the respondents representing 80.23% of the respondents had served in Kenya Police for over eight years. 6.98 % of respondents had served for between 3 and seven years in Kenya Police. Finally, 12.79% of the respondents indicated that they had served for 1 to 2 years in Kenya Police. As such, majority of the respondents had substantial experience working in Kenya Police in region.

The study sought to find out the academic qualifications of the respondents. The table that follows presents statistics on respondents' highest academic qualifications as gathered through the study undertaking.

Table 4.3: Respondents' Highest Academic Qualifications

	Frequency	Percent	Valid Percent	Cumulative Percent
O' level	69	53.5	53.5	53.5
Diploma	27	20.9	20.7	74.4
Bachelors	25	18.7	18.7	93.1
Masters	9	6.9	6.9	100.0
Total	130	100.0	100.0	

Source: *Survey data (2020)*

Majority of the respondents representing 53.5% had O-level academic qualifications. A further 20.9% had Diploma qualifications, 18.7% had Bachelors and 6.9% of respondents had Masters. Hence, the respondents had rich academic background and qualifications.

4.3 Stakeholder Engagement

4.3.1 Stakeholder Engagement

The study sought to find out the influence of stakeholder involvement on performance of police housing projects in Kenya. The respondents were requested using a Likert scale of 1-5, to tell their level of agreement with statements given on stakeholder engagement. The table that follows presents statistics on the extent of agreement on the various aspects that the respondents were asked in order measure the influence of stakeholder involvement on performance of police housing projects in Kenya.

Table 4.4: Agreement with Statements on Stakeholder Engagement

Statements	Mean	Std. Dev.
The use of monitoring and evaluation of stakeholders involvement enhances speed of information flow	4.415	0.601
Less time is used in operations when monitoring and evaluation of stakeholders involvements are in place	4.220	0.607
I am satisfied with the timeliness of monitoring and evaluation of stakeholders involvement in my station	4.161	0.982

From the findings, the respondents agreed that the use of monitoring and evaluation of stakeholders involvement enhances speed of information flow as illustrated by a mean score of 4.415, that less time is used in operations when monitoring and evaluation of stakeholders involvements are in place as illustrated by a mean score of 4.220 and that they are satisfied with the timeliness of monitoring and evaluation of stakeholders involvement in my station as illustrated by a mean score of 4.161. These findings are in line with Cavaye (2011) who notes that long-lasting development within the existing rural areas is dependent on the minimally tangible components of development like local leadership, motivation and rethinking, community ownership and action. On the matter of literature of stakeholder development on community participation or a prescription that ensures it, there is no clear-cut agreement, that notwithstanding, there is a need for stakeholder participation in management and development is accepted and recognized in the project management professional literature. Stakeholder participation, therefore, should be aimed at empowering people by ensuring that skills developed to lead to employment creation.

The study further sought to find out the opinion of the respondents on the extent to which monitoring and evaluation of stakeholders' involvement affects the police housing projects. The findings of the study are as depicted on the table below.

Table 4.5: Effect of Monitoring and Evaluation of Stakeholders' Involvement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Affecting	3	2.6	2.6	2.6
	Moderately Affecting	3	2.6	2.6	5.3
	Affecting	25	18.4	18.4	23.7
	Highly Affecting	78	60.5	60.5	84.2
	Very Highly Affecting	21	15.8	15.8	100.0
	Total	130	100.0	100.0	

Source: *Survey data (2020)*

Majority of the respondents representing 76.30% of respondents were of the opinion that monitoring and evaluation of stakeholders' involvement affects the police housing projects. Only 5.20% of the respondents were of the opinion that monitoring and evaluation of stakeholders' involvement does not affect the police housing projects.

4.3.2 Capacity Building

The study further sought to find out the effects of capacity building on the police housing projects. To do this, the respondents were requested to use a Likert scale of 1-5, tell their level of agreement with statements on capacity building. The findings of the study are as shown on the table that follows.

Table 4.6: Agreement with Statements on Capacity Building

Statement	Mean	Std. Dev.
The M&E feedback received from capacity building is considered in project decision making	3.831	0.890
The M&E of capacity building during the implementation of police housing project was participatory	2.780	0.416

M&E of Capacity building ensures the project goals and objectives are achieved	4.000	0.847
Opinions and considerations of stakeholders during capacity building ensure the success of the housing project	4.144	0.603
All the relevant stakeholders are involved in the capacity building of the housing project	3.983	0.762

As per the findings, the respondents agreed that the M&E feedback received from capacity building is considered in project decision making as shown by a mean score of 3.381, that the M&E feedback received from capacity building is considered in project decision making shown by a mean score of 2.780 and that M&E of Capacity building ensures the project goals and objectives are achieved as shown by a mean score of 4.000. These findings further indicate that the respondents agreed that opinions and considerations of stakeholders during capacity building ensure the success of the housing project as shown by a mean score of 4.144 and that all the relevant stakeholders are involved in the capacity building of the housing project as shown by a mean score of 3.653. The findings concur with earlier finding by Georgieva & Allan (2008), who infer that some of the processes used to manage project work include capacity building. In this, it is conclusive to say that a good monitoring team is one that has excellent stakeholder representation. Similarly, an M&E team that has teamwork shows strength and an ingredient of better performance in project management. In addition, Gwadoya (2012), there is a collective need for properly understanding the monitoring and evaluation practices in projects from the perspective of capacity building.

4.3.3 Planning Process

The study further sought to find out the effects of planning process on the police housing projects. To do this, the respondents were requested to, using a Likert scale of 1-5, tell their level of agreement with statements on capacity building. The findings of the study are as shown on the table that follows.

Table 4.7: Agreement with Statements on Planning Process

Statement	Mean	Std. Dev.
Ineffective M&E of the planning process leads to incorrect assumptions and poor project execution	3.975	0.562
Poor planning process has attributed to delay in completion of housing projects in the Kenya National Police Service	2.127	0.335
Majority of houses in the Kenya National Police Service housing project fall below schedule due to poor planning process	3.966	0.762
Lack of involving all the stakeholders during the planning process causes to unsuccessful implementation of housing project	3.153	0.854
Poor planning process has resulted to misplaced priorities on the most needy areas	3.720	0.846

From the findings, the respondents agreed that Ineffective M&E of the planning process leads to incorrect assumptions and poor project execution as shown by a mean of 3.975, that poor planning process has attributed to delay in completion of housing projects in the Kenya National Police Service as shown by a mean of 2.217, that Majority of houses in the Kenya National Police Service housing project fall below schedule due to poor planning process as shown by a mean of 3.966, that lack of involving all the stakeholders during the planning process causes to unsuccessful implementation of housing project as shown by a mean of 3.771 and poor planning process has resulted to misplaced priorities on the most needy areas as shown by a mean of 3.720. These findings are in line with earlier observations made by (Dvier and Lechler, 2014), that there is a strong correlation between the success of a project and proper project planning as per the perspective of the stakeholders. The two scholars also indicated that through clear definition of technical and functional specifications in project planning there are higher chances of efficient and effective setting up of projects.

Further, they found out that successful implementation of procedures of planning is directly proportional to benefits of project stakeholders. This means that the success of a project can be equated to the amount of planning that has been laid down.

4.3.4 Resource Allocation

The study further sought to find out the effects of resource allocation on the police housing projects. To do this, the respondents were requested to, using a Likert scale of 1-5, tell their level of agreement with statements on resource allocation. The findings of the study are as shown on the table that follows.

Table 4.8: Agreement with Statements on Resource Allocations

Statements	Mean	Std. Dev.
Delay disbursement of funds affects the performance of housing projects in the Kenya National Police Service	3.686	0.748
Bureaucracy in financial management affects the performance of housing projects in the Kenya National Police Service	3.915	0.635
Finances set apart for the performance of housing projects in the Kenya National Police Service are usually inadequate	2.144	0.899
Finances set aside for housing projects are not fully utilized as per the intended goal	4.492	0.725
The government lacks the goodwill to finance the Kenya National Police Service.	3.280	0.905

As per the findings, the respondents agreed that Delay disbursement of funds affects the performance of housing projects in the Kenya National Police Service as illustrated by a mean of 3.686, that Bureaucracy in financial management affects the performance of housing projects in the Kenya National Police Service as illustrated by a mean of 3.915, that Finances set apart for the performance of housing projects in the Kenya National Police Service are usually inadequate as illustrated by a mean of 2.144 and that Finances set aside for housing projects are not fully utilized as per the intended goal as illustrated by a mean of 4.492.

The respondents also agreed that the government lacks the goodwill to finance the Kenya National Police Service as illustrated by a mean of 3.280. This findings echo the sentiments by Mendoza (1995) who argue that resource planning helps to ensure that all the resources required to execute the project are identified. By implementing proper resource planning practices, it also helps the project stakeholders with budgeting and forecasting project expenditure. The most important resource to a project is its people; the project team. Human resources for construction projects can be grouped in to three categories; office personnel, construction personnel (field supervision and labor) and construction sub-contractors. The task of personnel recruitment for construction projects lies with the project manager who may delegate the responsibility to the construction manager or other project team members. It is thus the responsibility of the recruiting officer to acquire the personnel according to the needs of the project. It is also their responsibility to release the personnel from the project if they are no longer needed by the project.

4.4 Correlation between Variables

The coefficient of correlation enables assess the strength of a relationship between the dependent variable and independent variable. The larger the correlation value the stronger the association between two variables. It also shows the direction of relationship between two variables. In the study, monitoring and evaluation aspects are the independent variables and performance of police housing projects is the dependent variable. The correlation coefficients are as indicated in the tables below for the four monitoring and evaluation aspects.

4.1.1 To establish the relationship between stakeholder engagement and performance of police housing projects

Table 4.9 Stakeholder Engagement and Performance Level

	Correlation	Stakeholder engagement	Performance Level
Stakeholder engagement	Pearson		
	Correlation	1	.705**
	Sig. (1-tailed)		.000
	N	130	130
Performance Level	Pearson		
	Correlation	.705**	1
	Sig. (1-tailed)	.000	
	N	130	130

** Correlation is significant at the 0.01 level (1-tailed test).

Table 4.20 shows that the correlation between stakeholder engagement and performance level of police housing projects is strongly positive as indicated by correlation of 0.705. The p-value of 0.000 is less than acceptable significance level (0.01). This means that stakeholder engagement strongly affects the performance level of police housing projects at 95% confidence level.

4.4.2 To determine the relationship between capacity building and performance of police housing projects.

Table 4.10 Correlation of Capacity building and Performance of police housing projects

Correlations		Performance level	Capacity building level
Performance Level	Pearson Correlation	1	.450**
	Sig.(1-tailed)		.000
	N	130	130
Capacity building Level	Pearson Correlation	.450**	1
	Sig. (1-tailed)	.000	
	N	130	130

** . Correlation is significant at the 0.01 level (1-tailed).

Table 4.21 indicates that the correlation between police housing projects performance level and capacity building level is strongly positive as indicated by correlation of +0.450. The p-value of 0.000 is less than acceptable significance level (0.01). This means that capacity building strongly affects the performance of police housing projects at 95% confidence interval.

4.4. 3 To establish the relationship between the planning process and the performance of police housing projects.

Table 4.11 Correlation of Planning process and Performance

Correlation		Performance Level	Risk Monitoring
Performance Level	Pearson Correlation	1	.890**
	Sig. (1-tailed)		.000
	N	130	130
Risk Monitoring	Pearson Correlation	.890**	1
	Sig. (1-tailed)	.000	
	N	130	130

** . Correlation is significant at the 0.01 level (1-tailed).

Table 4.22 indicates that the correlation coefficient between the planning process and performance level is strongly positive at +0.890. The p-value of 0.000 is less than significance level (0.01). This means planning process has a strong positive relationship with the performance of police housing projects at 95% confidence level.

4.4.4 To establish whether there is relationship between resource allocation and the performance of police housing projects

Table 4.12 Correlation between Resource allocation and Performance of Police Housing Projects

Correlations		performance Level	Resource allocation
Performance Level	Pearson Correlation	1	.457**
	Sig. (1-tailed)		.002
	N	130	130
Resource allocation	Pearson Correlation	.457**	1
	Sig. (1-tailed)	.004	
	N	130	130

** . Correlation is significant at the 0.01 level (1-tailed).

Table 4.23 is indicative that the correlation coefficient between performance level and resource allocation is moderately positive as indicted by correlation of +0.457. The p-value of 0.004 is less than the significance level (0.01). This means that resource allocation has moderate positive relationship with the performance of police housing projects at 95% confidence interval.

Table 4.13 Summary of Correlations between Variables

Correlations		Stakeholder engagement	Capacity building	Planning process	Resource allocation
Performance of police housing projects	Pearson correlation	+0.705	+0.860	+0.457	+0.890
	Sig.	0.000	0.000	+0.004	0.000

Correlation is significant at the 0.01 level (1-tailed).

Source, Author (2020)

4.5 Regression Analysis and Testing the Study Model

To establish the relationship between monitoring and evaluation and performance of police housing projects in Kenya, a multiple regression analysis was conducted. The regression model was as follows: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$

Where:

Y = Performance of police housing projects

β_0 = Constant

β_1 to β_4 =Coefficient of independent variables

X_1 = Stakeholder engagement

X_2 =Capacity building

X_3 =Planning Process

X_4 = Resource Allocation

e =Error term

The Table 4.12 presents the regression model coefficients as derived using SPSS software. The Model is important in explaining the magnitude of influence, if any between the predictor variables under assessment and performance of police housing projects as the dependent variable.

Table 4.14 Regression Model of Coefficients

Performance of police housing projects	Coefficient	Std. error	t	P > t	Sig
Constant	.037	.110		.339	.007
Stakeholder engagement	.021	.182	.018	.006	.009
Capacity building	.112	.187	.109	.597	.006
Planning process	.622	.189	.542	3.296	.002
Resource allocation	.182	.141	.231	1.296	.002

As evidenced by the regression analysis output, all the independent variables, stakeholder engagement, capacity building, planning process and resource allocation of the police housing projects are statistically significantly different from 0 (zero). This is because their P Values are less than 0.05. The coefficient for Stakeholder engagement of police housing projects (0.021) is significantly different from 0 because its p-value of 0.009 is smaller than 0.05 level of significance. Therefore, stakeholder engagement of police housing projects significantly influences the performance of the police housing projects.

The coefficient for capacity building of police housing projects (0.112) is statistically significant because its p-value of 0.006 is less than 0.05 level of significance. As such, capacity building of police housing projects would be expected to yield a statistically significant influence on performance of the police housing projects.

The coefficient for planning process of police housing projects (0.622) is statistically significant because its p-value of 0.002 is less than 0.05 level of significance.

Planning process of police housing projects therefore determine the level of performance of the police housing projects.

Finally, the coefficient for resource allocation of the police housing projects (0.182) is statistically significant because the P –Value of 0.002 is less than 0.05 level of significance. Therefore, resource allocation has an influence on performance of the police housing projects. Therefore from the data in the above table, stakeholder engagement and capacity building are seen to be strongly and positively correlated with performance of police housing projects. A positive relationship is further observed between performance of police housing projects and the other independent variables, planning process and resource allocation.

Analysis of variances produced correlation, coefficient of determination and analysis of variance (ANOVA). Correlation sought to show the nature of relationship between dependent and independent variables and coefficient of determination showed the strength of the relationship. Analysis of variance was done to show whether there is a significant mean difference between dependent and independent variables. The ANOVA was conducted at 95% confidence level.

Table 4.15 Analysis of Variance (ANOVA)

	Sum of Squares	Df.	Mean Square	f	sig
Regression	5.243	3	2.367	4.896	.045(a)
Residual	16.501	12	.536		
Total	21.744	15			

a. Predictors: (Constant), Stakeholder engagement, Planning Process Capacity building and Resource allocation

b. Dependent Variable: Performance of police housing projects

ANOVA statistics indicate that the overall model was significant. This was supported by an F statistic of 4.896 and a p value of 0.045. The reported probability was less than the conventional probability of 0.05 (5%) significance level. The ANOVA results imply that the independent variables are good joint predictors of police housing projects performance. The ANOVA results also indicate that predicting performance of police housing projects through independent variable yields better results than predicting through the mean.

The effect of the stakeholder engagement in the monitoring and evaluation on the police housing projects performance is positive and significant ($b_1=.021$, p value=0.009). This implies that stakeholder engagement leads to an increase in performance of police housing projects by .021 units. The relationship is significant because the p value of 0.009 is less than the critical p value of 0.05.

The effect of the use of capacity building on the police housing projects performance is positive and significant ($b_1=0.112$, p value=0.006). This implies the application of capacity building leads to an increase in performance of police housing projects by .112units. The relationship is significant because the p value of 0.006 is less than the critical p value of 0.05.

The effect of the application of planning process in the monitoring and evaluation on the police housing projects performance is positive and significant ($b_1=.622$, p value=0.002). This implies the application of planning process leads to an increase in performance of police housing projects by .622units. The relationship is significant because the p value of 0.002 is less than the critical p value of 0.05.

The effect of the application of resource allocation in the management of the police housing projects performance is positive and significant ($b_1=0.698$, p value= 0.002). This implies the application of resource allocation leads to an increase in performance of police housing projects by .182units. The relationship is significant because the p value of 0.002 is less than the critical p value of 0.05 .

Regression analysis was used to establish the relationship between performance of police housing projects and the factors that affects variables. The results showed a correlation value (R^2) of 0.692 which depicts that there is a good linear dependence of performance of police housing projects on stakeholder engagement, capacity building, planning process and resource allocation. Further, the regression results indicate that the goodness of fit for the regression between independent variables and financial performance is satisfactory. An R squared of 0.692 indicates that 69.2% of the variances in performance of police housing projects are explained by the variances in the independent variables. This also implies that 30.8% of the variances in performance of police housing projects cannot be explained by the independent variables and is actually attributed to variables not included in the model. Hence the study model is fit and was as shown on Table 4.14.

Table 4.16 Model Goodness of Fit

R	R²	Adjusted R²	Std. Error of the Estimate
0.854	0.692	0.571	0.070132

- a. Predictors: (Constant), Stakeholder engagement, Planning Process Capacity, and Resource allocation,
- b. Dependent Variable: Performance of police housing projects

CHAPTER FIVES

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study entailed the monitoring and evaluation practices. The chief aim was to analyze the effect of monitoring and evaluation practices on performance of police housing projects. The chapter therefore recounts the summary of the major findings, the conclusions reached, Recommendations and highlights of the area that require further research.

5.2 Summary of Major Findings

In this chapter, the results of the study were used to collaborate the research questions posed with regard to monitoring and evaluation practices and performance of police housing projects. The study found that majority of the respondents was male represented by 76.32%. Through questionnaires, information relevant for this study was collected. Majority of the respondents are well educated with 53.5% having O-Level qualification, 20.9% Diploma, 18.7% Bachelors and 9% Masters. Hence the respondents had adequate knowledge to understand the concept of monitoring and evaluation practices on police housing projects.

5.2.1 Stakeholder Engagement

Stakeholder engagement analysis was performed using descriptive techniques. It was found that stakeholder engagement is necessary in enhancing the performance of police housing project. Therefore stakeholder engagement strongly affects the performance level of police housing projects as depicted in the coefficient of correlation testing. This is in line with the observations made by Cavaye (2011) who indicates that transformation of regional communities is caused by the social and economic changes. The ability of the communities to adapt to the changes is dependent on service delivery, infrastructure maintenance, and economic development. Further, there is reliance on the local population to utilize assets in new and diverse ways, gaining more networks, cooperation, mobilization of existing skills, technological innovation and actualizing the innovations. The outcomes of the above actions are job creation, improvement in economy and infrastructure and a stronger community that is able to embrace manages change.

Action, participation, and contact create a more vital community that has more skills, networks, better leadership and passion with the ability to create and manage change.

5.2.2 Planning Process

The findings on the factor of planning process indicate that majority of the respondents were of the opinion that planning process affects police housing projects to a very large extent. These findings are in line with earlier observations made by (Dvier and Lechler, 2014), that there is a strong correlation between the success of a project and proper project planning. The two scholars also indicated that through clear definition of technical and functional specifications in project planning there are higher chances of efficient and effective setting up of projects. Further, they found out that successful implementation of procedures of planning is directly proportional to benefits of project stakeholders. This means that the success of a project can be equated to the amount of planning that has been laid down.

5.2.3 Capacity Building

On the factor of capacity building, the respondents agreed that the M&E feedback received from capacity building is considered in project decision making. The findings concur with earlier finding by Georgieva & Allan (2008), who infer that some of the processes used to manage project work include capacity building. In this, it is conclusive to say that a good monitoring team is one that has excellent stakeholder representation. Similarly, an M&E team that has teamwork shows strength and an ingredient of better performance in project management. In addition, Gwadoya (2012), there is a collective need for properly understanding the monitoring and evaluation practices in projects from the perspective of capacity building.

5.2.4 Resource Allocation

Resource allocation has a great influence on performance of police housing projects. This reduces the housing projects of default to a great extent. Therefore resource allocation greatly affects the performance of police housing projects as depicted by the coefficient of correlation testing. The findings indicate that show that 73.4% were of opinion that resource allocation affects the performance of police housing projects. The findings are in line with observation made by Nosbisch, *et al.* (2005) who argue that the significance of resource loading is that it underscores the fundamental interdependencies between construction activities and resources under which they will be performed. Resource leveling goes a step further and actually adjusts a CPM's

estimated early start dates depending on resource availability. It evaluates the resource demand of the entire project and tries to reduce challenges associated with inadequate quantities and/or fluctuations in resource requirements on a day-to-day or weekly basis.

5.3 Conclusions

Based on the analysis and findings presented above, the following conclusions have been reached. Stakeholder engagement increases the performance level of police housing projects. Stakeholder participation is one of the most fundamental factors that influences sustainability and project implementation. The determinants of whether a project is established, quickly and successfully and whether it responds and adapts to changes and needs is the level of stakeholder support. In consequence, stakeholder participation is a vital component of community development which further reflects a grassroots approach to problem-solving. The study hence concludes that there is a strong relationship between stakeholder engagement and performance of police housing projects.

From the study findings, planning process has a significant influence on the performance of police housing projects. Despite the definition put forth for project planning, there are a number of objectives that are achieved by project planning which include, completion of projects as per the set standards design, quality, resources, safety and health according to the costs scheduled to the expectations of the stakeholder. It was the early construction studies that the importance of project planning was recognized from which it was argued that it needed to be improved by examining more management planning strategies.

Capacity building plays a major role in ensuring higher performance of police housing projects. For instance, the use of technology in monitoring and evaluation contributes majorly to the success and efforts of the monitoring and evaluation team, which in turn leads to value added by the team. Some of the processes used to manage project work include managing the stakeholders, monitoring the processes and teamwork among the members.

In this, it is conclusive to say that a good project team is one that has excellent skills gained from capacity building.

The study further concludes that resource allocation highly influences the performance of police housing projects. For the project to accomplish the project plan and schedule, it is important to make sure that the necessary materials, personnel, equipment and time are availed in desired quantities at the time they are scheduled for in the project plan and schedule. Despite resource planning phase being very important in construction projects, many projects suffer avoidable delays from inadequate resource planning and control. The study concluded that stakeholder engagement, planning process, capacity building and resource allocation have positive relationship with the performance level of police housing projects. The monitoring and evaluation aspects are all significantly influencing the performance level of police housing projects.

5.4 Recommendations

From the findings and conclusion of the study the following recommendation are made;

Monitoring and evaluation aspects are an important inclination towards performance of police housing projects and hence police housing projects should establish an independent monitoring and evaluation department that identifies, analyses, monitors and controls housing projects. To further improve performance of police housing projects, the monitoring and evaluation department should educate its stakeholders on the aspects of project management. Further, planning skills should be employed in all phases of the project cycle in the police housing project. Finally, enough resources should be allocated to the police housing projects in order to enhance their performance and completion.

5.5 Suggestions for Further Studies

The study is not exhaustive and the research proposes the following studies to be carried out in the same area of research; A study should be carried out on comparative analysis of performance in police housing projects at different years.

A study should also be carried out on factors influencing police housing projects. There should also be a study carried out on effect of economic conditions on police housing projects performance.

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APPENDICES

APPENDIX I: SPECIMEN LETTER OF INTRODUCTION TO THE RESPONDENT

ELIZABETH VIVI MARY

PRIVATE BAG

KIGANJO.

MOBILE NO; 0727-382236

6th July, 2020

Dear Sir/Madam,

RE: ACADEMIC RESEARCH

I am a project planning and management student pursuing a Master's Degree at The University of Nairobi. I am currently doing a research on influence of resource allocations and evaluation practices on performance of police housing projects in Kenya. Appended herewith is a questionnaire aimed at gathering data, which will be vital for the above research. Kindly respond to the questions in a honest way and also furnish me with the much needed data to the best of your ability. The questionnaire is strictly for the research purpose only and any information provided will be treated with utmost confidentiality. Please do not write your name on the questionnaire. Your participation and contribution to the research is highly appreciated.

Thank you.

Elizabeth Vivi

University of Nairobi Student

APPENDIX II: QUESTIONNAIRE

Please tick where applicable or fill in the blank spaces provided.

SECTION A: Bio-Data

1. Gender;

Male []

Female []

2. Duration of Service?

1-2 Years []

3-7 Years []

8-10 Years []

More than 10 Years []

3. Indicate your age?

Less than 25 Years []

25-40 Years []

41-50 Years []

More than 50 Years []

4. Level of Education:

Masters []

Bachelor []

Diploma []

SECTION B: Stakeholder Engagement

The data in this section will be used to measure the influence of stakeholder involvement on performance of police housing projects in Kenya. Kindly indicate your agreement or disagreement on a 5-point scale from “SD-strongly disagree” to “SA-strongly agree” (5). (1=strongly disagree, 2= disagree, 3= neither, 4= agree, 5=Strong agree.

Statements	5	4	3	2	1
The use of resource allocations and evaluation of stakeholders involvement enhances speed of information flow					
Less time is used in operations when resource allocations and evaluation of stakeholders involvements are in place					
I am satisfied with the timeliness of resource allocations and evaluation of stakeholders involvement in my station					

5. In your opinion, to what extent does resource allocations and evaluation of stakeholders’ involvements affect the police housing project at your station?

- a) Not affecting []
- b) Moderately Affecting []
- c) Affecting []
- d) Highly Affecting []
- e) Very Highly Affecting []

SECTION C. Capacity Building

The data in this section will be used to measure the influence of capacity building on performance of police housing projects in Kenya. Kindly indicate your agreement or disagreement on a 5-point scale from “SD-strongly disagree” to “SA-strongly agree” (5). (1=strongly disagree, 2= disagree, 3= neither, 4= agree, 5=Strong agree.

Statements	1	2	3	4	5
The M&E feedback received from capacity building is considered in project decision making					
The M&E of capacity building during the implementation of police housing project was participatory					
M&E of Capacity building ensures the project goals and objectives are achieved					
Opinions and considerations of stakeholders during capacity building ensure the success of the housing project					
All the relevant stakeholders are involved in the capacity building of the housing project					

SECTION D: Planning Process

The data in this section will be used to measure the influence of planning process on performance of police housing projects in Kenya. Kindly indicate your agreement or disagreement on a 5-point scale from “SD-strongly disagree” to “SA-strongly agree” (5). (1=strongly disagree, 2= disagree, 3= neither, 4= agree, 5=Strong agree.

	1	2	3	4	5
Ineffective M&E of the planning process leads to incorrect assumptions and poor project execution					
Poor planning process has attributed to delay in completion of housing projects in the Kenya National Police Service					
Majority of houses in the Kenya National Police Service housing project fall below schedule due to poor planning process					
Lack of involving all the stakeholders during the planning process causes to unsuccessful implementation of housing project					
Poor planning process has resulted to misplaced priorities on the most needy areas.					

SECTION E: Resource Allocation

Does finance pose a challenge to the construction of police housing project?

- Yes
- No

Which of the following policies have been put in place for proper utilization of funds during the development of police housing project?

- External auditing of utilization of funds
- Establishment of an oversight board
- Restrict authorization and access to finances

10. In a scale of 1-5 where 5=Strongly Agree, 4=Agree, 3= Undecided, 2=Disagree and 1=Strongly Disagree. Indicate the level of agreement on the influence of resource allocation on the performance of housing projects in the Kenya National Police Service?

Statements	5	4	3	2	1
Delay disbursement of funds affects the performance of housing projects in the Kenya National Police Service					
Bureaucracy in financial management affects the performance of housing projects in the Kenya National Police Service					
Finances set apart for the performance of housing projects in the Kenya National Police Service are usually inadequate					
Finances set aside for housing projects are not fully utilized as per the intended goal					
The government lacks the goodwill to finance the Kenya National Police Service.					

SECTION F: Organization Structure

The data in this section will be used to measure the influence of organizational structure on the relationship between resource allocations and evaluation and performance of police housing projects in Kenya. Kindly indicate your agreement or disagreement on a 5-point scale from “SD-strongly disagree” to “SA-strongly agree” (5). (1=strongly disagree, 2= disagree, 3= neither, 4= agree, 5=Strong agree

Statements	5	4	3	2	1
There is threat of new entrants					
There is high bargaining power of customers					
There is high bargaining power of suppliers					
There is intense rivalry among competitors in the industry					
There is lack of product differentiation					

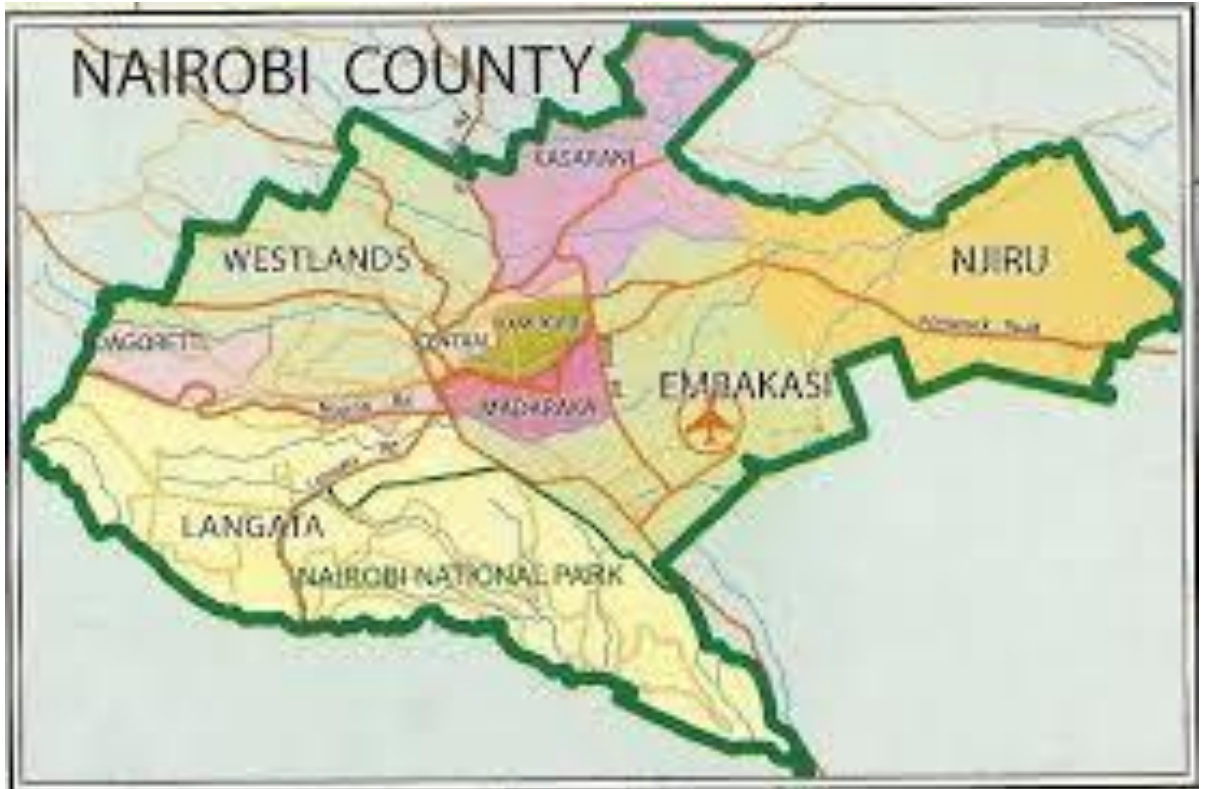
SECTION G: PERFORMANCE OF POLICE HOUSING PROJECTS IN KENYA

The data in this section will be used to measure performance of police housing projects in Kenya. Kindly indicate your agreement or disagreement on a 5-point scale from “SD-strongly disagree” to “SA-strongly agree” (5). (1=strongly disagree, 2= disagree, 3= neither, 4= agree, 5=Strong agree

Statements	5	4	3	2	1
Projects are completed on schedule					
Projects are of good quality					
Projects have created value for its users					
There has been good structure to support customers relationship management					
The firm has had continuous learning on how to do things better.					

Thank you for your participation

APPENDIX III: MAP OF NAIROBI COUNTY



APPENDIX III: APPROVAL LETTER FROM UNIVERSITY



**UNIVERSITY OF NAIROBI
OPEN DISTANCE & E-LEARNING CAMPUS
SCHOOL OF OPEN & DISTANCE LEARNING
NYERI LEARNING CENTRE**

5 August 2020

TO WHOM IT MAY CONCERN

**SUBJECT : INTRODUCTION LETTER
ELIZABETH VIVI MARY - REG. NO. L50/29240/2019**

This is to confirm that the above named is a bona fide student of University of Nairobi, pursuing Master of Arts Degree in Project Planning and Management in the ODeL-Campus – Nyeri Centre.

She has successfully completed course work and is currently writing the Research Project which is a requirement for the award of the Degree. The topic is “*Influence of Monitoring and Evaluation Practices on the Performance of Police Housing Projects in Nairobi County, Kenya*”

Any assistance accorded to her will be highly appreciated.

A handwritten signature in blue ink, appearing to read 'A. Ndungu', on a light blue background.

**For :Dr. Anthony W. Ndungu
REGIONAL CO-ORDINATOR
NYERI LEARNING CENTRE**

APPENDIX IV: RESEARCH LICENSE PERMIT

Republic of Kenya
Ministry of Education, Science and Technology
National Commission for Science, Technology & Innovation

Ref No: **471688**

RESEARCH LICENSE



This is to Certify that Ms. ELIZABETH VIJIMARY of University of Nairobi, has been licensed to conduct research in Njuru on the topic: INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON THE PERFORMANCE OF POLICE HOUSING PROJECTS IN KENYA, for the period ending : 25/August/2021.

License No: **NACOSTI/P/2016/360**

471688

Applicant Identification Number

DISCUSS GRANTED

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code



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