

**FACTORS INFLUENCING THE UTILIZATION OF
COMPLETED PROJECTS IN, KILIFI COUNTY, KENYA**

BY

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DECLARATION

This Research Project Report is my own original work and has not been submitted for a degree in any other University.

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DEDICATION

I would like to dedicate this study to my mother, Mercy Mlale. Thank you mum for being my pillar; I would not do this without you. To my sister Frida Wambugha, I pray that you become more than me and that one day you grasp the fact that you are beautiful and important. To my brothers Davison Mwachala and Josai Mcharo, this one is for you. To my father, Hon. Stewart Madzayo, I hope it never gets too late for us.

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LIST OF ABBREVIATIONS AND ACRONYMS

LATF- Local Authorities Transfer Funds

CPM – Critical Path Methods

PERT – Project Evaluation and Review Technique

UN – United Nations

EIA – Environmental Impact Assessment

ABSTRACT

Construction industry involves complex and dynamic processes. Effectiveness of construction projects depend on coordination among parties involved. Successful completion of construction project leads to socio-economic growth, improved standards of living and creation of wealth. The study purported to investigate factors influencing utilization of completed projects in Malindi Constituency, Kilifi County. The objectives of the study were; to determine whether community participation, governance, lack of adequate feasibility study and lack of sustainable structures in undertaking projects influences utilization of completed projects. The study was delimited to completed projects in Malindi constituency. The target sample of the study was 337 respondents drawn from 6,633. The study was also delimited to two LATF projects which were 100% complete; Jimba dispensary and Gahaleni polytechnic projects. Empirical literature of scholars was reviewed and the gaps noted were documented. The study was based on critical path method and project evaluation and review technique as main theoretical models. A conceptual model was developed demonstrating interrelationship among the study variables. This was because the data from respondents was sample of the population and the researcher had no control of independent variables. The researcher tested hypothesis on the same at confidence level of 95%. The Study employed non-probabilistic sampling since the data could not be randomly selected. Purposive sampling was applied in order to collect data from specific respondents. The study used systematic sampling techniques and strata stratification. Each household formed a stratum. The study intended to get information from participants of the project. The study anticipated to be helpful to construction professional, project developers and other researchers. Taking confidence level of 95% and margin of error as 5% then sample size was 337 respondents. Data was collected using close-ended questionnaires. The researcher conducted pilot study to test the validity and reliability of the instrument. After data collection, data was cleaned, coded and analyzed using SPSS software version 19 to determine the relationship between independent and dependent variables. Conclusions of the findings of the study were that there was low community participation and failure of projects to satisfy community needs. Poor governance was rampant which hindered democracy, participation, rule of law and transparency in selecting contractor. Feasibility study was poorly conducted resulting to underutilization of the projects. There were no sustainability structures that could keep the projects running. The study recommended that community participation is essential when implementing projects. Good governance need to be instilled in execution of projects to avoid underutilization of projects. Best practices need to be employed when undertaking feasibility study since it is critical in the initial process of project implementation. Sustainable structures should be established when commencing project so that handing over may be conducted with ease. The study suggested further studies to be done on factors influencing utilization of projects in other counties in Kenya and also on other factors influencing utilization of projects in Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Construction industry involves complex and dynamic processes. Effectiveness of construction projects depend on coordination among parties involved. Successful completion of construction project leads to socio-economic growth, improved standards of living and creation of wealth.

With enough funds any organization can undertake any project and complete in shortest time possible. Furthermore, its success depends on if the benefits of initiated and completed projects are fully deductible (Roshana, Akintola & John, 2009). Therefore, effectiveness of any project is not only electing structure but also full utilization and implementation of prime ideas. Several factors are ascribed to ineffectiveness of completed projects (Sunitha, ZainalAbidi and Riduan, 2014). Ndou (2012) noted that beneficiary participation is realistic in designing and implementation of a project. Factually, projects are initiated to address certain needs in a society hence there is essence rationale to consult the beneficiary.

In china, several projects have been abandoned though completed. For instance, Dubai of Northern China is a city with capacity of 300,000 people but only 20,000 to 30,000 live in it. The China government spent \$161 billion to put up the city but people have refused to reside in it. According to Adam (2013) the government has failed to convince its people that it is not a ghost city due to economic crisis. Moreover, New Southern China Mall which is the largest mall in the world in Guangdong province has been underutilized since its opening in 2005. Most of its space is not leased totaling to 99%. According to Sufia (2015) the Yaketerinburg TV Tower in Russia was abandoned due to change of its initial purpose and efforts to renovate it brought to halt by financial crisis of 2008.

Projects are undertaken to enhance community livelihood and ensure sustainability of needs. Separation between the community and project through minimal involvement of one another assures inefficiency of the project. Community involvement in undertaking of any project is vital. For instance, it may assist in proposing the preferred location for the project (UN Development Project, 2012). A dispensary may be built far away from needy community obliging them to seek medical attention in other facilities due to cost and time. Involvement of

community ensure needs of that particular community are well addressed and also satisfactoriness of the project. Feasibility study has to be done before commencement of any project. Chike, et.al (2014) pointed out that community should be engaged when projects are undertaken in an area to give their ideas, increase features of projects and affirm community of the benefits deducible. Arguably, every community has its special concerns it needs to be addressed with urgency and in a particular way. Incorporation of the ideas and engagement of the community reduces the probability of resistance after its completion.

In Ghana according to Central press newspaper over 100 toilets were constructed since 2007 but by 2011 they were not usable. This was due to misuse of the funds, corruption cases and failure to pay contractors. In Abura, people queue for long to access services. The washroom in Elmina is currently covered by weeds and shrubs but only needs electricity and plumbing to be fully completed. Also, the public toilets in Ho Hliha have been non-functional because they were not handed over to the local community. Moreover, failure to pay the contractor threatens as decision to operate it individually became the only alternative (Olivia, 2011).

The capacity of National and County government agencies to manage effectively development projects is limited. Poor monitoring has led to poor hand-over of project rendering them ineffective. For instance, complete water project may fail to operate since it was not commissioned by relevant government agency. Delayed project closure may affect effectiveness of projects as no indication of its completion was given (Talukhaba A, A, (1999).

There are various government projects in Kenya that were initiated and almost completed or fully completed but non-operational. A project in Nairobi west was started and abandoned. Also in Makueni County, buildings that were near completion were abandoned and grown bushy. The 203 housing units project was commenced in 1989 by the office of the president. Due to inadequate funding the project could not be furnished though completed (Maundu, 2015). Amazingly, in 2009 government funded the project and tenders to build up other new houses but in 2011 the project was non-functional due to unclear reasons. Kitui teachers training college project was not fully completed for use (National Assembly, 1996). No clear reasons why the project is at stand still.

Successful community involvement is based upon information and dialogue. Only an informed community can be part of the decision- making process, which then will lead to a sustainable renaissance project (Paulinus & Benebo, 2014). Community involvement gives clear understanding of what the project entails, hence guaranteed continual input after completion.

1.2 Statement of the Problem

The most prevalent challenge in any project is its utilization after its completion. Worldwide, billions of shillings are utilized in communities to uplift standards of living. The concept of sustainability can be understood when viewed in context of time and changing social, economic and political. According to Shammar (2014) sustainability of project is manifested in the ability of the beneficiaries in coping with change and adapting new situations. Some project may seem worth sustaining but fail to actualize.

Projects fail to operate effectively after completion due to lack of project management skills, access to and management of funds, lack of interpersonal skills, level of education in project members, lack of monitoring by government officials (minimal government involvement) and lack of community involvement in community projects. Moreover, members of the project quit before projects become effective or insignificant commitment by members, lack of communication between project teams and members and projects not addressing the needs of communities (Nduo, 2012). According to Roshana (2015) effectiveness of construction project is attained when objective of the organization are fully achieved. Project results measures how effectiveness is the project in terms of accomplishing the core businesses and project objectives, users' satisfaction and the use of the project which relates to the project outcomes (Zoufa, & Ochieng, 2014).

A study conducted in Nigeria by Ofuoko (2011) revealed that public participation provides assurance of success when community participation efforts are supported by government authorities. Sustainability is essential for any project implementation. A study by Shammar (2014) in Nairobi County pointed out that closure of project is characterized by handing over the final product to the customer, handing over the as-is built drawings, issuing operation and maintenance plan, and informing all stakeholders that the project is fully done. Beneficiaries are left in the dark on how to utilize the project after being transferred to them. Failure to hand over project leads to its abandonment as no beneficiary is aware of expectations and way forward.

Another study carried out in Embu County by Mwobobia (2013) specified that specifications of the projects were not written in consultation with the community members. Evidently, there was lack of clear coordination between projects standards or specifications and community needs and expectations within Embu County. Munns & Bjeirmi (1996) revealed projects are costly and high risk undertakings that need to be accomplished by certain date, for a certain amount of money and within some expected level of performance.

Some projects in coastal region remain underutilized or totally not utilized after their completion. Projects such as Gahaleni polytechnic, Merre/Ganda market & toilets, Mbaraka Chembe, Jimba dispensary, Watamu polytechnic, Sabaki/kiboni market, Kakuyuni market, and Majimboni Market projects both in Malindi constituency were completed at cost of Kshs 11.678 million but not in use. Though the project were fully funded and completed, they remain idle edifices in the constituency. The projects have changed to pathetic situation yet no one is concerned. Several study cases have been carried out in Malindi Constituency but no single one has addressed why completed projects are underutilized or not utilized at all. Ideally, this study purports to assess determining factors that causes ineffectiveness of completed projects.

1.3 Purpose of the Study

The purpose of the study was to investigate factors influencing the utilization of completed projects.

1.4 Research Objectives

The study was aimed at achieving the following objectives:-

1. To assess the extent to which community participation influenced the utilization of completed projects.
2. To determine the extent to which governance influenced the utilization of completed Projects.
3. To determine the extent to which adequate feasibility study influenced the utilization of completed projects.
4. To establish the extent to which established sustainable structures influenced the utilization of completed projects.

1.5 Research questions

The study was guided by the following research questions:-

1. To what extent does community participation influenced the utilization of completed projects?
2. To what extent does governance influenced the utilization of completed Projects?
3. To what extent does adequate feasibility study influenced the utilization of completed projects?
4. To what extent does established sustainable structures influenced the utilization of completed projects?

1.6 Research Hypotheses

The study was guided by the following hypothesis to be tested at 95% significance level.

H₁₁ There was a significant relationship between community participation and utilization of completed projects.

H₁₂ There was a significant relationship between governance and utilization of completed projects.

H₁₃ There was a significant relationship between lack of adequate feasibility study and utilization of completed projects.

H₁₄ There was a significant relationship between lack of established sustainable structures and utilization of completed projects.

1.7 Significance of the Study

This study may help construction professionals increase the success of construction projects completion by managing well the factors that will help their successful completion. The architects, engineers, quantity surveyors, construction project managers and site agents may benefit from this study by applying the results of its findings while carrying out construction projects.

Project developers/clients may also benefit from the findings of this study and therefore achieve greater success in their construction projects. This is because they may apply the findings of this

study in ensuring the risk factors that may influence utilization of completed projects are minimized or avoided.

The study will benefit other researchers in the same field with new insight to support their arguments and hence improve knowledge base.

1.8 Limitations of the Study

The study was expected to challenge of time as a constraint. Also, the study faced challenge of unavailability of funds to meet all the financial obligations adequately. However the researcher dedicated optimal resources in the prevailing circumstances.

Unwillingness of respondents to participate in giving required information posed a challenge. The problem was eliminated by assuring respondents that the study was purely academic.

1.9 Delimitation of the study

The study covered only Gahaleni sub-location and Jimba Location. It targeted a sample of 337 residents drawn from a population of 6,633 residents in Malindi constituency.

1.10 Assumptions of the Study

The study assumed that the respondents were available; they were prepared to respond to the research questionnaires. Also, it assumed that respondents were sincere and authentic while responding to questions in the research questionnaire.

1.11 Definition of Significant Terms

Beneficiary participation is the involvement of end product users of the project. This includes residents around the project who directly benefit from the project.

Community participation is the involvement of community stakeholders who can support and sustain a project or program.

Effectiveness of the project is measure of the appropriateness of goals persuaded by organization and degree of achieving them. It is main measure in project management as it utilizes tools and techniques and applies knowledge to achieve set goals.

Expected time is the period taken to complete one activity or entire project.

Development is a process by which a society increases its capacity to mobilize and manage resources to produce sustainable and justly distributed improvements in their quality of life consistent with their own expectations.

Feasibility study is a study conducted to determine strengths and weaknesses of proposed project and threats that can affect environment, resources and ultimate prospects for success of the project.

Governance: is a process through which public decisions are made and how publications are conducted. It can be formal or informal.

Sustainable structures are configurations/ institutions that enable project to be implemented despite any arising dispute or challenge.

Utilization of completed projects is the employment of resources of completed project in addressing the needs of the residents.

1.12 Organization of the Study

The study was organized into five chapters. Chapter one discussed the background of the study in which the contextual and conceptual issues are explored. The chapter gave course for the study commencing with objectives, the significance of the study, its delimitation and limitations.

In chapter two, the study entailed empirical and theoretical literature on investigating factors contributing to ineffectiveness in undertaking government projects in Malindi constituency. The chapter provided a foundation upon which the findings of the study were discussed and conclusions drawn. The chapter finally identified the knowledge gap from the literature studied.

Chapter three covered research design and methodology used in the study. It depicted research design used, target population, sampling procedure, description of research instruments, validity and reliability of research instruments, methods of data collection, procedures for data analysis and ethical considerations.

Chapter four entails data analysis, data presentation and interpretation of study findings. Lastly, chapter five summarizes the findings of the study, discussion on the research findings, draw conclusions and recommendations and suggested areas of further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter entails empirical literature review of reliable literatures on community participation, governance, lack of adequate feasibility study and lack of well established sustainable structures and how they influence ineffectiveness of completed projects. The review helped in building the conceptual framework and identifying knowledge gap.

2.2 The Influence of Community Participation on the Utilization of Completed Projects

Resources for social welfare are commonly misused globally. Factors such as population pressure, changing priorities, economic competition and demands for greater effectiveness affecting how social resources are utilized. Also, utilization of non-professionals in assessing needs and identifying community problems adversely affects effectiveness of projects (Sunitha, ZainalAbidi and Riduan, 2014). In Europe, an Information Technology project costing 154million pounds failed due to lack of community participation. Problems related to system's online mapping tool and poor integration with disparate back-end system hampered the effectiveness of the project. The community was reverted back to paper-based system. Public participation is fundamental in any project for future cohesion policy. The public is informed in line with people's preferences, and also gives them and collective bodies freedom to experiment with solutions during peering mentoring.

Olapade &Anthony (2012) revealed that projects conducted mostly in rural areas fail because beneficiaries do not participate in assessment of needs and identification of problem to be addressed. Perception of many rural folks is that their needs are overlooked and also the information they give will be neglected. They end up being simply recipients rather than initiators of change and progress in their area. As a result poor analysis of problem addressed is done as well as implementation leading to its ineffectiveness after its completion. For instance, a project in Harare Zimbabwe that was fully funded at a cost \$250M was rejected by residents in Guruve village. The irrigation project was not welcomed by the villagers hence it could not start (Chike, paolo & Titus, 2014).

Community participation is essential tool for development of a healthy sector. According to Emmanuel & Gasto (2015) there should be a mechanism to engage beneficiaries in designing, implementing and evaluating health project. The study revealed that this could help in improving responsiveness, sustainability and efficiency of health services. Environmental protection agency (2002) pointed out that public should be consulted in matters regarding transfer of station concerning wetlands, agricultural areas, floodplains and nature reserves to offer possibility to influence the project.

2.3 The Influence of Governance on the Utilization of Completed Projects

A study conducted in Malaysia by stipulated that a housing project can be abandoned at any stage there were no substantial activities on the site for consecutive six months, there is winding –up petition in high court, the project or investor is under receivership and /or the developer is informed by housing authority officer in writing of his inability to finish the project (Sunitha, Zainal Abidi and Riduan, 2014).

According to Olapade & Anthony (2012) poverty reduction, protection of environment and natural resources and peace building can be achieved when there is good governance. In Nigeria a water project that functional was abandoned after its pipes broke up. Failure by government to involve residents in the project drew little concern/ attention from the residents. They hardly participated in the implementation of the project hence its failure. According to Olapade &Anthony (2012) the mega project with two generators which had been initiated by federal government to supply water to a dense populated rural community without informing community.

Paulinus & Benebo (2014) and Ubani, & and Ononuju (2013) argued that improper understanding and utilization of basic project managerial principles accompanied by rewarding wrong actions for good lead to abandoning of projects. Moreover, lack of communication of project goals contribute to the failure of the project. A study by Emanuel & Gasto (2015) indicated that inconsistency in government policies especially when governance changes lead to abandoning of projects. New government mostly discards projects initiated by previous government which embrace new ideas and new projects. Also, the low involvement of resident of the area contributes to lack of continuation of projects by succeeding government. In Ghana a

project in Ashanti region was not completed due to political rivalry. Claims are that the NDC government the project since it is dominated by opposition (Michael, 2011).

Adeleke (2005) noted that inconsistent government policies, corruption, incompetent contractors, lack of utilities and infrastructural facilities are factors that contribute to abandonment of construction projects. “Inadequate supervision and inspection of work in construction project led to rework in instances of poor workmanship and this led to delay in project timely completion,” Wambugu (2013) as cited by Shammar (2014). As a result project cost rise up leading to project abandonment at final stages.

Gilbert (2015) revealed that corporate governance deals with setting relationships between an organization’s management, its board, its owners and other stakeholders. Moreover, corporate governance establishes structure of setting objectives of the company, formulating strategies of achieving set objective and manner in which monitoring will be conducted. Kenyan government is watch dog over public sector resource investment. As noted by Talukhaba (1999) its governance role spans all public sector activities including project delivery and investment benefit realization.

Kitui Teachers Training Institute project took long to be operational due to poor governance. Majority of community leaders involved in the projects were accused to be collaborating with political leaders and embezzling funds. There was low community involvement as majority in the area just assumed it would be carried out well. Also, lack of good governance lead to abandonment of staff quarters project in Makueni County (National Assembly, 1996). Resident just stare at tall statue even some in the area not knowing the purpose and who build them. Only few who knew had little to do since they do not have full information about the project and follow up. Fund embezzlement by the government officials and misuse of resource hampered the maturity of the project. Another project in Tseikuru in Kitui County is becoming ineffective due to poor governance. Most of canals in Usuni irrigation scheme have turned bushy, with scanty water flowing through few. According to Musembi (2014) residents claim that the project is becoming stunted because government has not delegated agricultural officers to the area. Farmers are ready to quit the project if both national and county governments would not intervene.

2.4 The Influence of Feasibility Study on the Utilization of Completed Projects

In Malaysia, a policy was formulated that stipulated houses to be built faster at cheap cost. “The sell and build system” strategy opened entrance for low-income investor who relied on sales of completed projects to raise capital for building another structure. The inability of low income investors to continue building houses when sales failed to go through in order to finance new project would lead to its abandonment.

In Las Vegas Valley in USA many projects were started in 2008 and abandoned after the bust. Many projects including hotels, condominiums and retails complexes are partially built structures exposing foundations and steel beams. It is urged that many investors lack finance or see the project unviable as it cannot recover due to current economic status hitherto (vegas Inc, 2013).

Charloote & Therese (2014) noted that Environmental Impact Assessment is critical in project management. It is a document that is compiled to evaluate the consequences a project may cause to the environmentally, economically and socially. Construction is sustainable when it contributes to improved environment and advanced society. Better practices should ensure the construction company has competitive advantages and economic benefits. Policies, laws and regulations should balance between economic, social and environmental consequences through awards and punishments to stakeholders (Shen, et.al, 2010).

According to Daniel (2015) in Ghanaian times noted that Nyanyano development projects which were to bring relief and improvement among resident were abandoned for while. There projects include multi-purposed hospital, police station, community communication and information centre and barracks. After 10 years, the project has turned defecating sites since they could not meet needs of increasing population. Moreover, change of governance has been one the factors towards bringing to a standstill of the projects.

Construction project undergo various stages before its completion. The first stage is very essential since it establishes the viability and builds a business case. A clear comprehension on study must be done at first stage to avoid erroneous execution of work. The consequences are not favorable hence may out rightly leading to abandonment of the project (Shammar, 2014).

Bura project at the downstream of Kiambere dam was anticipated to irrigate 35,000 acres of land to grow maize and cotton at estimated cost of \$98million. Later, the cost rose to \$108million with only 6,000 acres being irrigated. The project area resembles a ghost town as staff quarters built was abandoned and dilapidated. Huge water towers have become a scrubby landscape while water canal overgrown with thorny shrubs. According to World Bank Audit report of 1990 found out that there were defects in appraising infrastructural projects and failure to put in place policies and guidelines for strict EIA at the onset.

2.5 The Influence of Sustainable Structures on the Utilization of Completed Project

As reported in VNG (2010) Bosnia and Herzegovina signed an agreement to prepare a local development strategy. It composed of 70 representatives from private, public and non-governmental sector who signed memorandum of partnership. Relevant persons and groups in the community were involved to provide a wide base in the preparation of the local development strategy. A study conducted by Sunitha et.al in Malaysia found that most projects that were abandoned were roads, building projects, industrial structures, dams and communication projects. Good building seen to have good potential were abandoned due to unskilled labour, poor planning, poor quality controls, poor estimations and corruption. Financial crisis in Asia in 1997—98 were attributed to discarding of initiated projects leading to failure to establish sustainable structures.

A water project that was serving people in Nigeria turned non-operational after water pump developed mechanical problems. The contractors and government officials concerned did not come back to check the operations of the project. The project is considered useless to the community after incurring huge costs (Olapade &Anthony, 2012). In Ghana degradation of renewal natural assets equal to 5.5% of her annual GDP. To curb the threat to environment, Ghana authorized three conventions which are Convention on Biological Diversity (CBD), United Nations Framework Convention on Climate Change (UNFCCC) and UN Convention to Combat Desertification to take active steps to meet its obligations (UN Development Project, 2012).

In Poland a tower known as “NOT Tower” in Krakow city has taken years to be fully furnished. The project was brought to halt due to economic and political turbulence. Though ownership has changed from time to time in effort to complete it, legal battle over land ownership has stymied

every practical solution. Also, in Russia titanic structure of Yekaterinburg TV Tower has been abandoned after change of its initial purpose. The tower was to be used for exhibitions of communist in USSR but fall of Soviet Union brought it halt. Currently, efforts to renovate have not been fruitful due to 2008 financial crisis (Sufia, 2015).

For government to meet sustainability challenge that society is demanding, there should be laid down policies, either nationally, regionally, or locally (Sara et.al, 2015). Quality strategic planning and strategy delivery is significant as a process and tools for effective project. When resources are constrained, efficient and effective resource allocation is required. Leadership instability, death of the investor, change of investment purpose and land disputes contributed to discarding of projects. Also, improper planning and natural disasters hamper effectiveness of completed projects (Paulinus & Benebo, 2014).

2.6 Theoretical Framework

The research was based on critical path model and Project Evaluation and Review Technique models. These models were considered best because they bear the influence of independent variables on the dependent variables under study.

2.6.1 Critical Path Management (CPM)

The model was developed in 1950s by US Navy. Initially, the model considered logical dependencies between two events. Currently it incorporates the resources related to each activity in any project.

Critical project management is a technique that deals with uncertainties inherent in planning and managing execution of projects. The technique focused on utilization of limited available resources such as human skills management support capacity and physical that are required while undertaking projects. The main goal of this concept was to increase efficiency in executing any project.

The essential technique of using CPM is to build model of a project that entails all activities involved in the project, time duration for each activity and dependencies in each activity. Essentially, CPM helps in longest path that can be used to undertake all activities and also the

earliest and latest time for each activity without prolonging project period. It prioritizes activities critical to carry out project for effective management and shorten planned critical path.

Figure 1 Illustration of CPM schedule

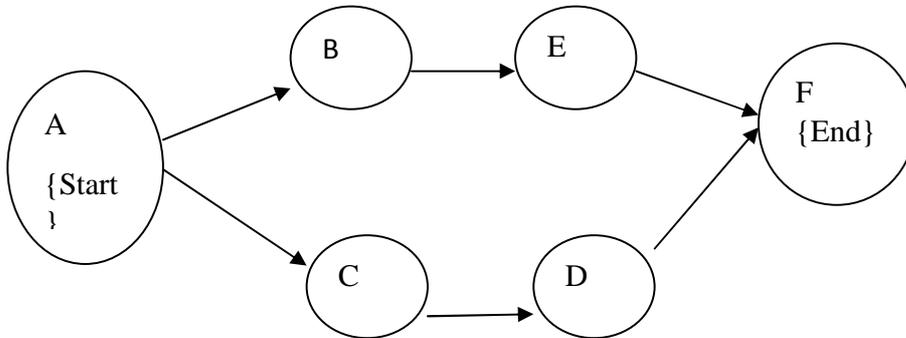


Table 2.1 CPM Schedule

| Activity ID | Duration (Weeks) | Dependency |
|-------------|------------------|------------|
| A | 4 | |
| B | 3 | A |
| C | 3 | A |
| D | 4 | C |
| E | 4 | B |
| F | 2 | E,D |

2.6.2 Project Evaluation and Review Technique (PERT)

The PERT was a technique developed in conjunction with CPM by US Navy in 1950s. To commence any project activity, accurate time estimate is critical. Inaccurate time estimate affect budget and target completion date hence leading to poor utilization of the project.

PERT considers three factors that influence successful achievement of program objectives; time, resources and technical performance. Time is used as the variable reflecting planned resources-application and specifications. For each activity time estimates is predicted to be as most likely,

optimistic or pessimistic. Time required for each activity may be shortened at extra cost of the project company.

The expected time is calculated using the formulae;

$$\text{Expected Time} = (\text{Optimistic} + 4 \times \text{Most Likely} + \text{Pessimistic}) / 6$$

When implementing a construction project firstly determine the tasks required in undertaking the whole project and order in which they should be carried out. For instance, when building a house land is graded then foundation is laid. Resources such as bulldozers may be required.

Table 2.2 Representation of PERT Schedule

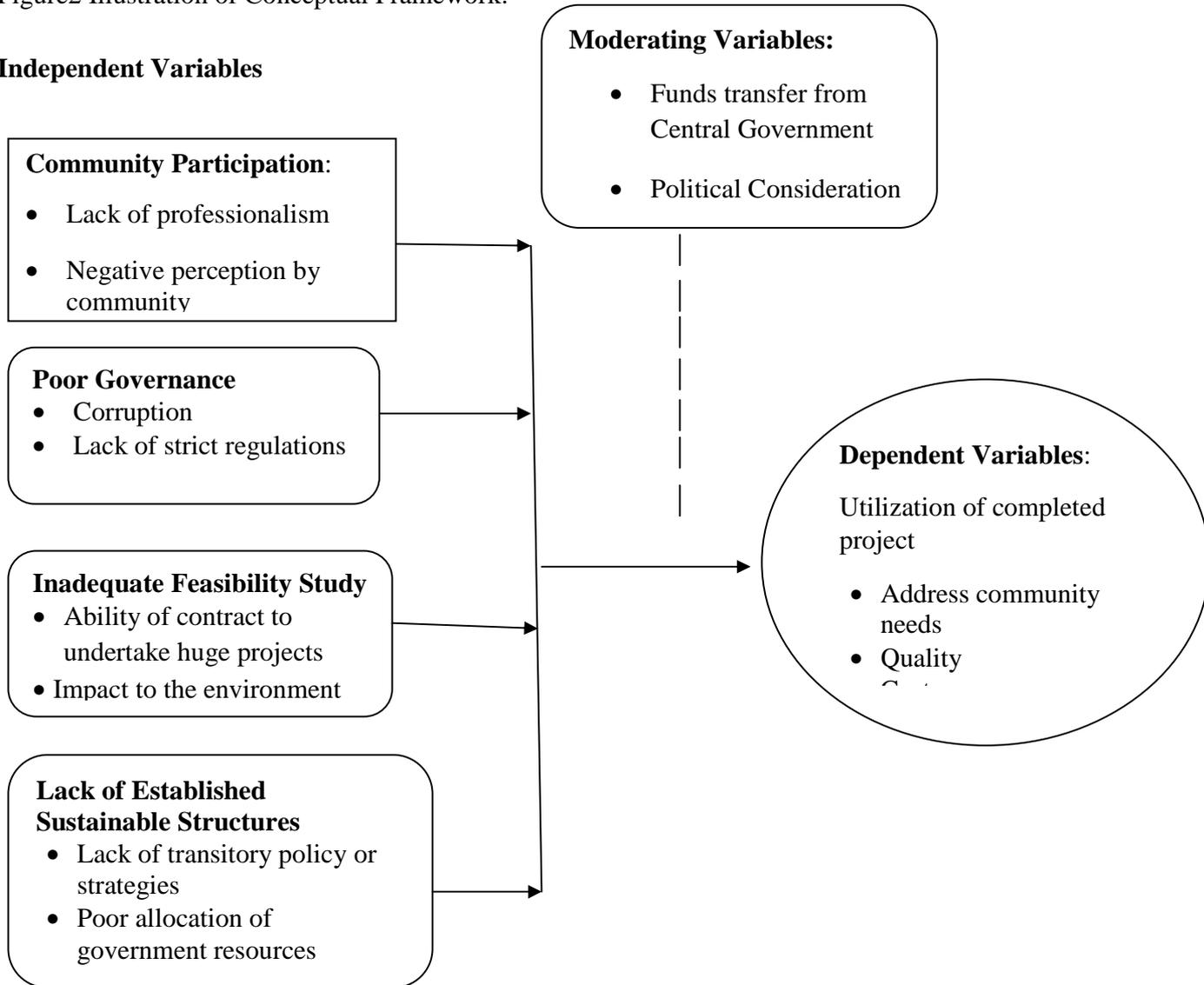
| Activity | Predecessor | Time estimates | | | Expected time |
|----------|-------------|----------------|------------|----------|---------------|
| | | Opt (o) | Normal (M) | Pess (P) | |
| A | - | 2 | 4 | 6 | 4 |
| B | A | 3 | 5 | 9 | 5.33 |
| C | B | 4 | 5 | 7 | 5.17 |
| D | B | 4 | 6 | 10 | 6.33 |
| E | C, D | 3 | 4 | 8 | 4.5 |
| F | E | 3 | 5 | 8 | 5.17 |

2.7 Conceptual Frame work

The interrelationships between the study variables were conceptualized as shown in Figure 1.1

Figure2 Illustration of Conceptual Framework:

Independent Variables



2.8 Knowledge Gap

The research identified the knowledge within the literature review. The study by Sunitha focused on causes and effects of abandoned housing projects giving general factors for all stages. The study factored in financial crisis of 1997-98 in Asia which different continent from Africa. Assumption that same factors in Asia could be affecting projects in Kenya would not be logical without a thorough investigation which this study will carry out. The study therefore purported to investigate specific factors that lead to abandonment of project at final stages in Malindi Constituency in Coastal region of Kenya.

The study by Olapade & Anthony (2012) did not clarify if the factors while undertaking project transited to final stages. The study doesn't indicate whether how community participated and to what extent and effects to operations of project. The study pointed the essentiality of community participation in project management to ensure effectiveness. Also, means through which community can be involved, who can be involved and why it was important for community to participate in projects.

Emanuel and Gasto in their study focused on how government changes lead to abandonment of projects. Kenya has undergone several government regimes with different constitutions compulsorily changing the structure of governance. No specific study that has intended to find out the impact of government era changes. The study aimed at whether poor governance due to change of government influenced ineffectiveness of projects in Malindi Constituency.

Moreover, Emanuel and Gasto revealed that established sustainable structures boost efficiency of projects. Less to reveal out some of established structures, the study found it significant to investigate how the lack of transfer policy after project completion and poor allocation of resources affected efficiency in project operations.

2.9 Summary of Literature Review

This chapter discusses literature related to the objectives of the study. Community resources are often misused yet benefits are forfeited. Therefore, there seem need of community participation was projects that target community as beneficiaries. Democracy could be promoted by good governance hence there was need focus economic and administrative efficiency to ensure proper utilization of completed projects. Moreover, there was need to conduct adequate feasibility study

before commencement of any project to avoid improper utilization of projects. After completion of every project there should be turbulent process. Structures to sustain complete project should be establish to ensure that the project does not come to halt. The study adopted Critical Path Method and Project Evaluation and Review Technique as the theoretical models brought out the relationship between independent variables, moderating, and dependent variables. There was various studies conducted by other researchers on utilization of complete projects but there was no study that had ever investigated factors influencing the utilization of completed projects in Malindi Constituency, Kilifi County Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents research methodology adopted by the study. It entails the research design, target population, sample and sampling procedure, data collection procedure, validity and reliability of the data collection instruments, data analysis procedure, operationalization of variables and ethical issues observed.

3.2 Research Design

The study used descriptive survey design. Data from respondents was sample response of the population. Since the researcher had no control over independent variables, descriptive survey design was used. The design enabled one who collected data without changing the environment.

3.3 Target Population

Population can be defined as the total number of individuals of interest in certain study. The study sought to Glenn (1992) the study targeted all participants of two government projects in Malindi Constituency, these projects were Gahaleni polytechnic and Jimba dispensary. The population for the study comprised of the households in Malindi Constituency. The study targeted 5 project planners, 5 project coordinators, 5 land surveyors, 10 local leaders, 4 administration officers in the area of 6633 households. Gahaleni sub-location population was 15,026 (Male- 7,456 and Female 7,570 the number of the households in this sub-location was 2,007). Jimba Location population was 29,603 (Male- 14,669 and female- 14,934 the number of the households in this location was 4, 626). The Data above was given by the ministry of planning and vision 2030. The participants were assumed to have participated in the projects significantly and have reliable information on factor leading to ineffectiveness and abandonment of completed projects in the constituency. The study targeted to collect data from each household since they were beneficiary of the projects either indirect or directly.

3.4 Sample Size and Sampling Procedure

This section intended to inform the technique to be adopted for sampling and the sample size. Therefore, it was categorized into two; sampling technique and sample size.

3.4.1 Sampling Procedure

The study employed non-probabilistic sampling since the data could not be randomly selected. Purposive sampling was applied in order to collect data from specific respondents. Snowball sampling was also incorporated to help identify the opinion leaders who indirectly or directly affect utilization of completed projects. The study also used systematic sampling techniques and strata stratification. Each household formed a stratum. The study intended to get information from participants of the projects.

Taking the level of confidence as 95%, then margin of error would be 5%.

3.4.2 Sample Size

According to Yamane (1965) as noted by Glenn sample is a proportion of population. This formula was used to calculate sample size given confidence level as 95% and sampling error 5%.

$$n = N / \{1 + N(e^2)\}$$

Where n is the sample size, N is the population size (no. of households), e is the level of precision (sampling error).

$$n = 6633 / \{1 + 6633(.05^2)\}$$

$$n = 337$$

Table 3.1 Sampling Frame

| No. | Respondents | Sample Size |
|-----------|------------------------|-------------|
| 1. | Project planners | 4 |
| 2. | Project coordinator | 4 |
| 3. | Land surveyors | 4 |
| 4. | Local leaders | 15 |
| 5. | Administrative officer | 3 |
| 6. | Households (Residents) | 337 |
| 7. | Total | 367 |

3.5 Data Collection Method

The study used closed-ended questionnaire as instrument of data collection. The questionnaires were divided into two parts. Part A entailed background information of the respondents. This included their title or designation, the sector they are in and the experience they have in the industry. Part B was divided into four sections according to objectives of the study. Researcher assistant was required to help in the distribution of questionnaires and also their collection.

3.6 Data Collection Procedure

The researcher issued out questionnaire to the identified respondents randomly. Specific questionnaire was administered to specific groups according to classification of the researcher. After a stipulated period of time, the questionnaires were collected back for analysis.

3.7 Validity and Reliability of Research Instrument

This section describes the results of the pilot study, validity and reliability of research instruments.

3.7.1 Pilot Study

The researcher conducted a prior test study to test whether the aim of study undertaken were achievable. Instruments were tested while conducting pilot study to prove the reliability and establish any ambiguity. The researcher administered 15 questionnaires to respondents. The data obtained tested to prove that it was providing actual anticipated information. Improvements were done to the instrument for accuracy. By the end of data collection process, the researcher personally issued another 15 questionnaires to test the consistency of the instrument.

3.7.2 Validity of Research Instrument

Validity refers to the ability of the instrument to measure what it is designed to measure. Kumar, (2005) as cited by Shammar (2014) defines validity as the degree to which the researcher has measured what he set out to measure. It is the accuracy and meaningfulness of inferences which are based on research results. Validity was proven if the instrument collected anticipated information. The researcher worked hand in hand with the supervisor to prove validity of the instrument. Peer reviews were also incorporated to ensure validity of the instrument.

3.7.3 Reliability of Research Instrument

Reliability is a measure of the degree to which a research instrument yields consistent results or data the same each time it is used under the same condition. If consistent results are obtained by the same participants in the same repeated measurements then the higher the reliability of the measuring procedure. A research tool is reliable if it is consistent, stable, predictable and accurate. According to Mugenda (2003) in a research study, a reliability coefficient of 0.80 or more implies that there is a high degree of reliability of the data. In this study the reliability of coefficient was 0.87 above the threshold of 0.80.

3.8 Data Analysis

The questionnaires were edited and coded to check that all responses were given and indicate the accuracy. Descriptive statistics were used to analyze the data. Descriptive statistics allows for narration to be used to interpret the data on variables. The Statistical Package for Social Sciences (SPSS) computer program was used due to the enormous quantity of data. Spearman rank correlation used to determine the relationship between variables.

3.9 Ethical considerations

Plagiarism is using others' ideas and words without clearly acknowledging the source of that information. The researcher acknowledged other person's idea, opinion, or theory when used. Furthermore, the researcher paraphrased other studies so as not to commit plagiarism.

After data collection, information obtained was kept secure in order not to expose it to the public or used for any another use. Furthermore, the information was kept free from irrelevant users. The researcher strived to sustain intellectual honesty and sought collaborative support which was duly acknowledged. The researcher also endeavored to arrive at conclusions based on objective inferences that are purely and blindly guided by the data collected.

3.10 Operationalization of Variables

Table 3.2: Representation of Operationalization of Variables

| Objectives | Type of Variable | Indicators | Measurement Scale | Methods of data collection | Data collection tools | Data analysis technique |
|---|---|---|-------------------|-----------------------------|-----------------------|---------------------------|
| To determine whether poor community participation contributes to ineffectiveness of projects. | Poor community participation (independent variable) | <ul style="list-style-type: none"> • Lack of Participation by the community • Negative perception by the community | Ordinal | Administering questionnaire | Questionnaire | Spearman Rank Correlation |
| To determine whether poor governance contributes towards ineffectiveness in undertaking of projects | Poor governance | <ul style="list-style-type: none"> • Corruption cases • Lack of strict rules and regulations • Incompetent supervisors/ government officials | Ordinal | Administering questionnaire | Questionnaire | Spearman Rank Correlation |
| To establish whether lack of adequate feasibility study affects effectiveness of | Lack of adequate feasibility study | <ul style="list-style-type: none"> • Ability of contract to undertake huge projects • Impact to the | Ordinal | Administering questionnaire | Questionnaire | Spearman Rank Correlation |

| | | | | | | |
|---|--|--|---------|-----------------------------|---------------|---------------------------|
| undertaking projects | | environment | | | | |
| To establish whether lack of established sustainable structures lead to ineffectiveness in undertaking projects | Lack of established sustainable structures | <ul style="list-style-type: none"> • Lack of transitory policy or strategies • Poor allocation of government resources | Ordinal | Administering questionnaire | Questionnaire | Spearman Rank Correlation |

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter analyses the data collected, presents it in tables and undertakes data interpretation. The chapter provides the major findings and results of the study as obtained from the questionnaire.

4.2 Questionnaire Response Rate

Questionnaire response rate indicates the percentages of the questionnaires that were filled and returned by the respondents. The returned questionnaires were the ones analyzed. Table 4.1 shows the response rate from the sample size.

Table 1.1: Questionnaire Response Rate

| Stratum | Sample Size | Return Rate |
|------------------------|--------------------|--------------------|
| Project planners | 4 | 2 |
| Project coordinator | 4 | 2 |
| Land surveyor | 4 | 0 |
| Local leaders | 15 | 14 |
| Administrator officers | 3 | 0 |
| Residents | 337 | 292 |
| Total | 357 | 310 |

Out of 357 of targeted respondents, 310 of them completed and returned the questionnaires which constitutes to 86.8%. This response rate is excellent indicating good representative of the population. According to Mugenda and Mugenda (2003) response are above 70% is excellent, rate of 60% to 69% is good while 50% is adequate for analysis and reporting (average).

4.3 Demographic Characteristics of the Respondents

Demographic information of the respondents was sought to establish their residence area, age, designation, gender and period they have lived in the area of the study.

4.3.1 Distribution of Respondents by their Designation

The study sought to find out the designation of the respondents. The study targeted residents, locals' leaders, project planners, projects coordinators, land surveyors and administrative officers. They were assumed to have reliable information that could be utilized in the study.

Table 4.2 Distribution of Respondents by their Designation

| Designation | Frequency | Valid Percent | Cumulative Percent |
|----------------------|------------------|----------------------|---------------------------|
| Residents | 292 | 94.2 | 94.2 |
| Local leaders | 14 | 4.5 | 98.7 |
| Project planners | 2 | 0.6 | 99.4 |
| Project coordinators | 2 | 0.6 | 100 |
| Total | 310 | 100 | |

As shown in table 4.2 above, 94.2% of the respondents were residents, 4.5% were local leaders, 2% were project planners while 2% of them were project planners. There was response from administrative officers and land surveyors. More than two third of the beneficiaries of the projects who are residents of the projects responded.

4.3.2 Distribution of Respondents by Area of Residences

The study intended to find out the location the respondents resided. Two locations were considered in the study; Gahaleni and Jimba location where project targeted by the study were been carried out.

Table 4.3 Distribution of Respondent by Area of Residence

| Residence | Frequency | Valid Percent | Cumulative percent |
|------------------|------------------|----------------------|---------------------------|
| Gahaleni | 136 | 43.9 | 43.9 |
| Jimba | 174 | 56.1 | 100 |
| Total | 310 | 100 | |

According to table 4.3 above, more than half of the respondents (56.1) were from Jimba location while 43.9 were from Gahaleni location. These are two location in which each has a project funded by LATF and was abandoned.

4.3.3 Distribution of Respondents by Age

The study sought to establish ages of the respondents from the two locations. Their ages were categorized into various groups as follows; 18 – 25 years, 26 – 35 years, 36 – 45 years, 46 – 55 years and over 55 years.

Table 4.4 Distribution of Respondents by Age

| Age | Frequency | Valid per cent | Cumulative percent |
|---------------|------------|----------------|--------------------|
| 18 -25 years | 63 | 20.3 | 20.3 |
| 26 – 35 years | 75 | 24.2 | 44.5 |
| 36 -45 years | 85 | 27.4 | 71.9 |
| 46 – 55 years | 51 | 16.5 | 88.4 |
| Over 55years | 36 | 11.6 | 100 |
| Total | 310 | 100 | |

According to the table 4.4 above, more than a quarter (27.4%) of the respondents aged between 36 to 45 years. 24.2% of them had 26 to 35 years while 20.3 had 18 to 25 years. 16.5% had 46 to 55 years old with only 11.6% having over 55 years. This implied that majority of the people who participated in projects were middle aged (71.9%). Only few participates in the undertakings of the two projects were aged above 45 years.

4.3.4 Distribution of Respondents by gender

The study sought to explore the gender of the respondents. Gender can be either male or female.

Table 4.5 Distribution of Respondents by Gender

| Gender | Frequency | Valid per cent | Cumulative percent |
|--------------|------------|----------------|--------------------|
| Male | 160 | 51.6 | 51.6 |
| Female | 150 | 48.4 | 100 |
| Total | 310 | 100 | |

According to the table 4.5 above more than half of the respondents (51.6%) were male while 48.4 % were female. It implies that there is gender equality in the area of the study hence they are enlightened about their rights.

4.3.5 Distribution of Respondents by Period lived in the location

The study sought to reveal the duration the respondent had lived in the area of the study. The time duration was classified into various categories. These are 1 to 5 years, 6 to 10 years, 11 to 15 years, 16 to 20 years and over 20 years.

Table 4.6 Distribution of Respondents by Period lived in the Location

| Duration | Frequency | Valid percent | Cumulative per cent |
|---------------|------------|---------------|---------------------|
| 1 - 5 years | 27 | 8.7 | 8.7 |
| 6 – 10 years | 23 | 7.4 | 16.1 |
| 11- 15 years | 24 | 7.7 | 23.9 |
| 16 -20 years | 47 | 15.2 | 39.0 |
| Over 20 years | 189 | 61 | 100 |
| Total | 310 | 100 | |

Table 4.6 above depict that a good number of the respondents (61%) had lived in the area for a period of over 20 years. 15.2% of the respondents had lived for a period of 16 to 20 years, with the rest of the respondents living for less than 16 years. This indicates that the respondents gave reliable information about how projects were carried in the area during their time of residence in the area.

4.4 Descriptive Statistics on Community Participation

In the effort to determine the ineffectiveness of projects in Kilifi County, respondents were asked several questions relating to community participation. The study intended to determine the level of community involvement in LATF projects. The coding employed in the analysis was 1 to 3 with 1 representing yes, 2 represented no and 3 represented unaware of the statements.

Table 4.7 Descriptive Statistics of Community Participation

| Descriptive statistics | Community involvement in commencement of projects | Professional staffs involvement | Community participation provide cohesion | Project satisfy community needs | Community involved in initial stages | Community happy after project completion |
|-------------------------------|--|--|---|--|---|---|
| Mean | 2.1548 | 1.9355 | 1 | 1.7065 | 1.9935 | 1.7161 |
| Median | 2 | 2 | 1 | 2 | 2 | 2 |
| Mode | 3 | 1 | 1 | 2 | 2 | 2 |
| N | 310 | 310 | 310 | 310 | 310 | 310 |

According to the table 4.7 above, majority of the respondents indicated that they were unaware of community involvement at the initial stages. Mode of 1 indicate that majority of the respondents agreed that professionals were involved in undertaking projects and that community involvement on undertaking projects enhances cohesion. Mode of 2 indicates that respondents answered disagreed that projects undertaken satisfy their needs, community is involved in initial stages and community were happy after completion of the projects.

The means of community participation indicated to be below 2 but above 1.5 with only mean for community involvement in commencement of project being 2.1548. This implies that many of the respondents declined that community was well involved in undertaking projects in the area. This implies that many people in the community were unaware that community should be involved in the initial stages of projects. Many people in the area were not for the idea that projects carried out in the area satisfy their needs, community is involved in the initial stages and that community was happy after completion of undertaken projects. A good number of residents

in the area of study agreed that professional staffs were involved and community participation enhance cohesion.

4.4.1 Community involved in Commencement of Projects

The respondents were asked whether they were involved in commencement of the projects. The table below shows the response.

Table 4.8 Distribution of Community involvement in Commencement of projects

| | Frequency | Valid percent | Cumulative per cent |
|--------------|------------------|----------------------|----------------------------|
| Yes | 85 | 27.4 | 27.4 |
| No | 106 | 34.2 | 61.6 |
| Unaware | 119 | 38.4 | 100 |
| Total | 310 | 100 | |

According to the table 4.8 above, 38.4% of the respondents were not aware that community was involved in the initial stages of the projects. 34.2% of the respondents stated that they were not involved at all in commencement of the projects while low number of the respondents (27.4) revealed that they were involved in the commencement of the projects. This implies that communities are lowly involved in the commencement of projects with only few aware of them.

4.4.2 Professional involved in Undertaking Projects

The study sought to determine the involvement of professionals in undertaking projects. Table below present the response on professional involvement in undertaking projects.

Table 4.9 Distribution of Professional Involvement in Undertaking Projects

| | Frequency | Valid percent | Cumulative per cent |
|--------------|------------------|----------------------|----------------------------|
| Yes | 118 | 38.1 | 38.1 |
| No | 94 | 30.3 | 68.4 |
| Unaware | 98 | 31.6 | 100 |
| Total | 310 | 100 | |

Table 4.9 above indicate that 38.1% of the respondents concurred that professional were involved in undertaking the project while 31.6% were unaware. Only 30.3% declined that

professional were involved in undertaking the projects. There was expertise in initial stages of the projects.

4.4.3 Community Participation Provides Cohesion

The study intended to investigate whether community participation promotes community cohesion. The table below shows the response on community participation provides future cohesion.

Table 4.10 Distribution of Community Participation Promotes Future Cohesion

| | Frequency | Valid percent | Cumulative per cent |
|--------------|------------------|----------------------|----------------------------|
| Yes | 208 | 67.1 | 67.1 |
| No | 66 | 21.3 | 88.4 |
| Unaware | 36 | 11.6 | 100 |
| Total | 310 | 100 | |

More than half of the respondents agreed that community participation in projects enhances future cohesion. Only 21.3% disagreed that community participation does not promote cohesion while 11.6% were not aware of the impact of their participation on future cohesion. This implies that majority of people in the area participated in the projects in order to bring out cohesion.

4.4.4 Projects Satisfy Community Needs

The study sought whether community needs were being satisfied by the projects undertaken to benefit them.

Table 4.11 Distribution of Project Satisfy Community Needs

| | Frequency | Valid percent | Cumulative per cent |
|--------------|------------------|----------------------|----------------------------|
| Yes | 110 | 35.5 | 35.5 |
| No | 181 | 58.4 | 93.9 |
| Unaware | 19 | 6.1 | 100 |
| Total | 310 | 100 | |

The table 4.11 above depict that more than half of the respondents declined that projects satisfied their needs. Only 35.5 agreed they were satisfied by the projects while 6.1% were not aware whether they were satisfied or not. This implies that the projects were ineffectively serving the community.

4.4.5 Distribution of Community Involvement in Initial stages of the projects

The study purposed to determine whether after projects have started it was involved in the initial stages.

Table 4.12 Distribution of Community Involvement in Initial Stages of the Projects

| | Frequency | Valid percent | Cumulative per cent |
|--------------|------------------|----------------------|----------------------------|
| Yes | 44 | 14.2 | 14.2 |
| No | 224 | 72.3 | 86.5 |
| Unaware | 42 | 13.5 | 100 |
| Total | 310 | 100 | |

A good number of respondents disagreed that once projects start the community was involved in the initial stages. Only few (14.2%) agreed with 13.5% unaware of whether community was involved in the initial stages of projects. This indicates that projects were undertaken in the community with total involvement of community in the initial stages.

4.4.6 Community Happy after Completion of Projects

The study intended to find out whether the community appreciated the projected and if the project served the expectations. Table below shows the distribution of community happy after project completion.

Table 4.13 Distribution of Community Happy after Completion of Projects

| | Frequency | Valid percent | Cumulative per cent |
|--------------|------------------|----------------------|----------------------------|
| Yes | 102 | 32.9 | 32.9 |
| No | 194 | 62.6 | 95.5 |
| Unaware | 14 | 4.5 | 100 |
| Total | 310 | 100 | |

More than half of the respondents rejected that they were happy after completion of the projects. 32.9% agreed that they were happy with project completion while 4.5% were unaware. This indicates that the projects did not serve the expectations of the community.

4.4.7 Inferential Descriptive on Community Participation and Effectiveness of Projects

Spearman correlation analysis was conducted at 95% confidence interval and 5% significance level and was a 2-tailed test. Table 4.14 indicates the correlation between the community participation and effectiveness of project utilization.

Table 4.14 Inferential Descriptive on Community Participation and Effectiveness of Projects

| | | | Community participation | Project satisfies need of the community |
|----------------|---|-------------------------|--------------------------------|--|
| Spearman's rho | Community participation | Correlation Coefficient | 1.000 | 0.130* |
| | | Sig. (2-tailed) | | 0.022 |
| | | N | 310 | 310 |
| | Project satisfies the need of the community | Correlation Coefficient | 0.130* | |
| | | Sig. (2-tailed) | 0.022 | |
| | | N | 310 | |

The table shows moderate positive relationship between community participation in projects and satisfaction of community needs by the projects with spearman rho valuing at 0.130. This implies that there is positive correlation between community participation and satisfaction of community needs. The value of 0.130 for the sample of 310 at significance level of 0.05 is statistically significant. The hypothesis tested is not rejected. Based on the hypothesis that;

H₁₁ There was a significant relationship between community participation and utilization of completed projects is not rejected.

4.5 Governance Influences Utilization of Completed Projects

The study purposed to determine how governance influences utilization of project in the community. Several questions were asked concerning governance effect on utilization of completed projects. The coding employed in the analysis was 1 represented strongly agree, 2 – agree, 3- neutral, 4 - disagree and 5 – strongly disagree.

4.5.1 Good Governance involves Democracy

The study purposed to find out whether democracy is involved in good governance. Respondents gave their views as represented in the table below.

Table 4.15 Distribution of Governance influences utilization of completed projects

| | Frequency | Valid percent | Cumulative per cent |
|-------------------|------------------|----------------------|----------------------------|
| Strongly agree | 202 | 65.6 | 65.6 |
| Agree | 44 | 14.3 | 79.9 |
| Neutral | 20 | 6.5 | 86.4 |
| Disagree | 17 | 5.5 | 91.9 |
| Strongly disagree | 25 | 8.1 | 100 |
| Total | 310 | 100 | |

A good number of the respondents (65.6%) strongly agreed that democracy is involved in good governance while 14.3% agreed. Only 8.1% strongly disagreed that democracy is conducted in good governance with 5.5% disagree. 6.5 were neutral on good governance involves democracy.

4.5.2 Good Governance involves Participation

The study sought to determine whether good governance of projects involved participation of the community. Table below shows the distribution of the responses.

Table 4.16 Distribution of Good Governance involves Participation

| | Frequency | Valid percent | Cumulative per cent |
|-------------------|------------------|----------------------|----------------------------|
| Strongly agree | 179 | 57.5 | 57.5 |
| Agree | 77 | 24.8 | 82.6 |
| Neutral | 30 | 9.7 | 92.3 |
| Disagree | 11 | 3.5 | 95.8 |
| Strongly disagree | 13 | 4.2 | 100 |
| Total | 310 | 100 | |

Table 4.13 above depicts that more than half of the respondents (57.5) strongly agreed with 24.8% of them agreeing that good governance involves participation. Only few (3.5%) disagreed while 4.2% strongly disagreed. 9.7% were neutral of the whether good governance involves participation. This implies that community was aware that they should be involved in undertaking of projects for them to be carried out effectively.

4.5.3 Good Governance involves Rule of Law

The study purported to investigate whether good governance involves rule of law. Below is representation of the response.

Table 4.17 Distribution of Good Governance involves Rule of Law

| | Frequency | Valid percent | Cumulative per cent |
|-------------------|------------------|----------------------|----------------------------|
| Strongly agree | 186 | 60.4 | 60.4 |
| Agree | 64 | 20.8 | 81.2 |
| Neutral | 15 | 4.9 | 86 |
| Disagree | 20 | 6.5 | 92.5 |
| Strongly disagree | 23 | 7.5 | 100 |
| Total | 310 | 100 | |

A good number of the respondents (60.4%) strongly concurred that good governance involves rule of law with 20.8% agreeing. Insignificant number 6.5% and 7.5% disagree and strongly disagreed that good governance involves rule of law. This indicates that the community was aware that nobody is above the law in regard to law set for undertaking projects.

4.5.4 Contractor Selection is Transparent Process

The study sought to find out how transparent was the process of selecting contractors. The study investigated whether the process was conducted according to the rules and law set for conducting the process.

Table 4.18 Distribution of Contractor Process a Transparent Process

| | Frequency | Valid percent | Cumulative per cent |
|-------------------|------------------|----------------------|----------------------------|
| Strongly agree | 37 | 11.9 | 11.9 |
| Agree | 18 | 5.8 | 17.7 |
| Neutral | 45 | 14.5 | 32.3 |
| Disagree | 56 | 18.1 | 50.3 |
| Strongly disagree | 154 | 49.7 | 100 |
| Total | 310 | 100 | |

The study found that almost half of the respondents (49.7%) strongly disagreed that the process of selecting contractors was transparent with 18.1% disagreeing. Only 11.9% strongly agreed, 5.8% agree and 14.5% being neutral. This implies that contractors were selected in unclear processes.

4.5.5 Projects Initiated by Previous Government were Completed

The study sought to find out whether projects that were started by previous government were completed by current government.

Table 4.19 Distribution of Projected Initiated by Government were completed

| | Frequency | Valid percent | Cumulative per cent |
|-------------------|------------------|----------------------|----------------------------|
| Strongly agree | 31 | 10 | 10 |
| Agree | 13 | 4.2 | 14.2 |
| Neutral | 47 | 15.2 | 29.4 |
| Disagree | 55 | 17.7 | 47.1 |
| Strongly disagree | 164 | 52.9 | 100 |
| Total | 310 | 100 | |

According to table 4.16 above, majority of the respondents (52.9%) strongly disagreed while 17.7% disagreed that projects commenced by previous government were completed by preceding

government. Insignificant number (4.2%) agreed with 10% strongly agreeing. Only 15.2% remained neutral. This indicates that there are many projects abandoned or ineffectively serving the community.

4.5.6 Contractors Appointed Do Good Job

The study sought to find out the effectiveness of contractor's performance according to opinion by the community.

Table 4.20 Distribution of Performance of Contractors

| | Frequency | Valid percent | Cumulative per cent |
|-------------------|------------------|----------------------|----------------------------|
| Strongly agree | 38 | 12.3 | 12.3 |
| Agree | 28 | 9 | 21.3 |
| Neutral | 36 | 11.6 | 32.9 |
| Disagree | 53 | 17.1 | 50 |
| Strongly disagree | 155 | 50 | 100 |
| Total | 310 | 100 | |

According to table 4.17 above half of the respondents strongly disagreed that contractors job was good with 17.1% disagreeing. 12.3% and strongly agreed and agree respectively while 11.6% were neutral. This implies that the projects undertake are not standardized and community not happy or satisfied with the projects.

4.5.7 Projects not utilized due to Unskilled Personnel

The study purposed to investigate whether projects were not utilized after completion due to lack of skills personnel.

Table 4.21 Distribution of Project not utilized due to Unskilled Personnel

| | Frequency | Valid percent | Cumulative per cent |
|-------------------|------------------|----------------------|----------------------------|
| Strongly agree | 112 | 36.1 | 36.1 |
| Agree | 26 | 8.4 | 44.5 |
| Neutral | 24 | 7.7 | 52.3 |
| Disagree | 60 | 19.4 | 71.6 |
| Strongly disagree | 88 | 28.4 | 100 |
| Total | 310 | 100 | |

According to table 4.18 above, 36.1% strongly agreed that projects were not utilized well due to lack of skilled personnel. 8.4% of them agreed, 7.7% were neutral, 19.4% disagreed while 28.4% strongly disagreed. The projects were undertaken by unskilled personnel though professional staffs were involved.

4.5.8 Projects Abandoned for No Immediate Need to Address

In effort to find solution why projects were being abandoned in Kilifi County, the study sought whether the projects abandoned or undertaken were to address immediate need.

Table 4.22 Distribution of Projects abandoned for no immediate need to address

| | Frequency | Valid percent | Cumulative per cent |
|-------------------|------------------|----------------------|----------------------------|
| Strongly agree | 99 | 31.9 | 31.9 |
| Agree | 21 | 6.8 | 38.7 |
| Neutral | 31 | 10 | 48.7 |
| Disagree | 25 | 8.1 | 56.8 |
| Strongly disagree | 134 | 43.2 | 100 |
| Total | 310 | 100 | |

According to table 4.19 above, 43.2% strongly disagreed while 8.1 disagreed that projects failed because they were not addressing immediate needs. 31.9% strongly agreed while 6.8 agreed that projects failed because they were not addressing immediate need. Only 10% of them were neutral. This indicate that to some extent projects failed due to failure to address immediate need which made them irrelevant while others failed due to others reasons.

4.5.9 Poor Management of Funds Hampered Maturity of Projects

The study tried to investigate whether poor management of funds allocated for projects contributed to collapse of the projects.

Table 4.23 Distribution of poor Management of Funds

| | Frequency | Valid percent | Cumulative per cent |
|-------------------|------------------|----------------------|----------------------------|
| Strongly agree | 171 | 55.2 | 55.2 |
| Agree | 32 | 10.3 | 65.5 |
| Neutral | 25 | 8.1 | 73.5 |
| Disagree | 28 | 9 | 82.6 |
| Strongly disagree | 54 | 17.4 | 100 |
| Total | 310 | 100 | |

Slightly more than half of the respondents strongly agreed that poor management of funds hindered maturity of projects. 10.3% agreed that mismanagement of project funds lead to abandonment of projects. 17.4% strongly disagreed that projects were abandoned due to poor management of project funds. Only 8.1% of the respondents were neutral. This indicates some project failed due to poor management of funds allocated for the projects.

4.5.10 Project Cost more than Comparative Projects

The study intended to find out whether cost for undertaking LATF projects were higher than comparative projects.

Table 4.24 Distribution of Project cost escalated than Comparative Projects

| | Frequency | Valid percent | Cumulative per cent |
|-------------------|------------------|----------------------|----------------------------|
| Strongly agree | 200 | 64.5 | 64.5 |
| Agree | 31 | 10 | 74.5 |
| Neutral | 35 | 11.3 | 85.8 |
| Disagree | 16 | 5.2 | 91 |
| Strongly disagree | 28 | 9 | 100 |
| Total | 310 | 100 | |

According to table above a significant number of respondents (64.5%) strongly agreed that cost project undertaken were above comparative cost of other projects. 10% agreed while 11.3% remained neutral. Only 5.2% and 9% agreed and strongly disagreed respectively. Cost of some

projects were being exaggerated than normal costs, hence may have caused shortage of funds leading to abandonment of the projects.

4.5.11 Long Period to Completion

The study sought to find out whether long period taken to complete projects contribute to poor utilization of the projects.

Table 4.25 Distribution of Long Period to Completion of Projects

| | Frequency | Valid percent | Cumulative per cent |
|-------------------|------------------|----------------------|----------------------------|
| Strongly agree | 218 | 70.3 | 70.3 |
| Agree | 34 | 11 | 81.3 |
| Neutral | 10 | 3.2 | 84.5 |
| Disagree | 13 | 4.2 | 88.7 |
| Strongly disagree | 35 | 11.2 | 100 |
| Total | 310 | 100 | |

According to table 4.22 above, majority of the respondents (70.3%) strongly agreed that long duration taken to complete a project lead to its abandonment. 11% agreed on the same while 3.2% remained neutral. 11.2% and 4.2% indicated strongly disagreed and disagreed respectively. Project which take long time have irrelevance in the community since they take long to address needs of the community. The time gives chance for other hindering factors like political influence and misuse of funds to come in.

4.5.12 Inferential Description between Governance and utilization of projects

Basing on Spearman rho correlation analysis was conducted at 95% confidence interval and 5% significance level and was two tailed.

Table 4.26 *Inferential Descriptive on Governance and Effectiveness of Projects*

| | | Rule of law in governance | Governance by Participation |
|----------------|----------------------------------|----------------------------------|-----------------------------|
| Spearman's rho | Rule of law in governance | Correlation Coefficient | 1.000 |
| | | Sig. (2-tailed) | 0.619* |
| | | N | 310 |
| | Governance by Participation | Correlation Coefficient | 0.619* |
| | | Sig. (2-tailed) | 0.000 |
| | | N | 310 |

The table shows moderate positive relationship between governance in projects and rule of law on execution of projects with spearman rho valuing at 0.619. This implies that there is positive correlation between governance and satisfaction of community needs. The value of 0.619 for the sample of 310 at significance level of 0.05 is statistically significant. Based on the hypothesis that;

H₁1 There was a significant relationship between governance and utilization of completed projects is not rejected.

4.6 Feasibility Study influences Utilization of Completed Projects

The study intended to find out whether feasibility study had influence completing projects. Several questions were asked and answered provided by respondents using questionnaires. Coding during analysis was done with 1 representing to greater extent, 2 – to some extent, 3 to no extent and 4 unaware.

Table 4.27 Distribution of Feasibility Study

| | Projects started are economically viable | Financial viability undertaken | EIA essentiality | Community member constricted to opinions | Cost adjusted before project completion | All participants involved |
|--------------|---|---------------------------------------|-------------------------|---|--|----------------------------------|
| Mean | 1.5903 | 2.1226 | 2.6645 | 2.7871 | 3.0677 | 2.2935 |
| Mode | 1 | 1 | 3 | 4 | 4 | 1 |
| Total | 310 | 310 | 310 | 310 | 310s | 310 |

According to table 4.23, mode 1 indicates majority of the respondents stated that to greater extent feasibility study influences completion of a project, financial viability was undertaken and all participants were involved in feasibility study. Many of them were unaware (mode 4) whether cost was adjusted before completion of the project and members were constricted to give their opinions on viability of the projects. Mode of 3 indicate that majority of the respondents indicated that to no extent Environmental Impact assessment is essential in commencing projects.

4.6.1 Projects are economically viable

The study intended to find out whether projects undertaken were economically viable. The table below gives statistics of the findings.

Table 4.28 Distribution of Project Economic Viability

| | Frequency | Valid per cent | Cumulative percent |
|-------------------|------------------|-----------------------|---------------------------|
| To greater extent | 208 | 67.1 | 67.1 |
| To some extent | 53 | 17.1 | 84.2 |
| To no extent | 17 | 5.5 | 89.7 |
| Unaware | 32 | 10.3 | 100 |

Significant number of the respondents (67.1%) indicated that to greater extent project undertaken were economically viable while 17.1% indicated that to some extent the project were economically viable. Only 5.5% indicated that to no extent the project were economically viable. 10.35 were unaware whether the projects were viable or not viable. This signifies that the project undertaken in the area were economically viable.

4.6.2 Projects are Financial Viable

The study sought whether financial viability of the project was conducted.

Table 4.29 Distribution of Financial Viability

| | Frequency | Valid per cent | Cumulative percent |
|-------------------|------------------|-----------------------|---------------------------|
| To greater extent | 142 | 45.8 | 45.8 |
| To some extent | 34 | 11 | 56.8 |
| To no extent | 88 | 28.4 | 85.2 |
| Unaware | 46 | 14.8 | 100 |

According to table 4.25, 45.8% of the respondents indicated that to greater extent project financial viability was conducted while 11% indicated to some extent. 28.4% stated that to no extent financial viability was conducted while 14.8% was unaware. This implies that financial viability was conducted for the projects undertaken.

4.6.3 Environmental Impact Assessment is essential before commencing Project

The study tried to determine to what extent EIA is essential while undertaking a project. Table below shows the statistics of the responses.

Table 4.30 Distribution of EIA essentiality before Commencing a Project

| | Frequency | Valid per cent | Cumulative percent |
|-------------------|------------------|-----------------------|---------------------------|
| To greater extent | 84 | 27.1 | 27.1 |
| To some extent | 29 | 9.4 | 36.5 |
| To no extent | 104 | 33.5 | 70 |
| Unaware | 46 | 30 | 100 |

Less than half of the respondents (33.5%) indicated that to no extent EIA was essential in starting a project. 27.1% stated that to greater extent while 9.4% noted that to some extent. 30% were unaware that EIA is essential before commencement of any project.

4.6.4 Community Members Constricted to give Opinions

The study sought to determine whether before projects community give opinions about it.

Table 4.31 Distribution of Members Constricted to give Opinions

| | Frequency | Valid per cent | Cumulative percent |
|-------------------|------------------|-----------------------|---------------------------|
| To greater extent | 85 | 27.4 | 27.4 |
| To some extent | 40 | 12.9 | 40.3 |
| To no extent | 41 | 13.2 | 53.5 |
| Unaware | 144 | 46.5 | 100 |

Almost half of the respondents (46.5%) were unaware that members were constricted to give opinion on projects undertaken. 27.4% indicated that to greater extent members were constricted to give opinion on projects. 12.9% and 13.2% indicated to some extent and to no extent respectively.

4.6.5 Cost Adjustments done before Completion of Projects

The study sought to find out whether costs were adjusted before projects were completed.

Table 4.32 Distribution of Cost adjusts before Project Completion

| | Frequency | Valid per cent | Cumulative percent |
|-------------------|------------------|-----------------------|---------------------------|
| To greater extent | 63 | 20.3 | 20.3 |
| To some extent | 25 | 8.1 | 28.1 |
| To no extent | 56 | 18.1 | 46.5 |
| Unaware | 166 | 53.5 | 100 |

According to the above table 4.28 many respondents were unaware if there were adjustments made on costs before project completion. 20.3% indicated that to greater extent costs were adjusted while 8.1 to some extent.

4.6.6 All Participants were involved in Feasibility Study

The study tried to determine whether all participants of the study were involved in feasibility study.

Table 4.33 Distribution on Participation of feasibility Study

| | Frequency | Valid per cent | Cumulative percent |
|-------------------|------------------|-----------------------|---------------------------|
| To greater extent | 139 | 44.8 | 44.8 |
| To some extent | 19 | 6.1 | 51 |
| To no extent | 80 | 25.8 | 76.8 |
| Unaware | 72 | 23.2 | 100 |

According to above table 44.8% of the respondents indicated that to greater extent all participants were involved in the feasibility study of projects. 6.1 noted that to some extent relevant parties involved in feasibility study while 25.8% noted to no extent. This shows that relevant participants to conduct feasibility studies were involved.

4.6.7 Inferential Description between feasibility study and utilization of projects

Basing on Pearson correlation analysis was conducted at 95% confidence interval and 5% significance level and was two tailed.

Table 4.33 Inferential Descriptive on Feasibility Study and Effectiveness of Projects

| | | Environment Impact Assessment is essential when commencing projects | financial viability was undertaken |
|---|---------------------|---|------------------------------------|
| Environment Impact Assessment is essential when commencing projects | Pearson Correlation | 1 | .269** |
| | Sig. (2-tailed) | | .000 |
| | N | 310 | 310 |
| financial viability was undertaken | Pearson Correlation | .269** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 310 | 310 |

** . Correlation is significant at the 0.01 level (2-tailed).

The table shows moderate positive relationship between EIA in projects and financial viability of projects with spearman rho valuing at 0.269. This implies that there is positive correlation between EIA and economic viability. The value of 0.269 for the sample of 310 at significance level of 0.000 is statistically significant. Based on the hypothesis that;

H₁ There was a significant relationship between feasibility study and utilization of completed projects is not rejected.

4.7. Sustainable structures influence utilization of Completed projects

The study purported to determine whether sustainable structures were put in place to ensure continuity of projects. Coding in analysis was done 1 represented to greater extent, 2-agre,3 neutral, 4 disagree and 5 strongly disagree.

4.7.1 Signed Agreement with Future Strategy

The study tried to find out whether there was need to have signed agreement to offer a future strategy for project success and efficiency.

Table 4.34 Distribution Of Signed Agreements to offer Future Strategy

| | Frequency | Valid percent | Cumulative per cent |
|-------------------|------------------|----------------------|----------------------------|
| Strongly agree | 256 | 82.6 | 82.6 |
| Agree | 23 | 7.4 | 90 |
| Neutral | 15 | 4.8 | 94.8 |
| Disagree | 10 | 3.2 | 98.1 |
| Strongly disagree | 6 | 1.9 | 100 |
| Total | 310 | 100 | |

Majority of the respondents (82.6%) strongly agreed there was need to have signed agreement that offer future strategy for success of the projects. 7.4% agreed while 4.8% remained neutral. Only 3.2 % and 1.9% disagreed and strongly disagreed respectively. It is necessary to have laid structure that will guide unto success of a project.

4.7.2 Relevant Persons and Groups were involved in Project

The study sought to find whether involvement of relevant groups and persons in project contributes to utilization of completed projects.

Table 4.35 Distribution of relevant Persons and Groups

| | Frequency | Valid percent | Cumulative per cent |
|-------------------|------------------|----------------------|----------------------------|
| Strongly agree | 249 | 80.3 | 80.3 |
| Agree | 25 | 8.1 | 88.4 |
| Neutral | 20 | 6.5 | 94.8 |
| Disagree | 8 | 2.6 | 97.4 |
| Strongly disagree | 8 | 2.5 | 100 |
| Total | 310 | 100 | |

According to table 4.31 above, majority of the respondents strongly agreed that relevant persons and groups to sustain projects should be involved. 8.1% agreed on the same with 6.5% being neutral. Only 2.6 disagreed while 2.6% strongly disagreed.

4.7.3 Rampant Financial Crisis leads to Laying Sustainable Structures

The study sought to determine if financial crisis influence laying of sustainable structure for the success of projects.

Table 4.36 Distribution of Rampant Financial crisis lead to Sustainable Structures

| | Frequency | Valid percent | Cumulative per cent |
|-------------------|------------|---------------|---------------------|
| Strongly agree | 251 | 81 | 81 |
| Agree | 24 | 7.7 | 88.7 |
| Neutral | 24 | 7.7 | 96.5 |
| Disagree | 2 | 0.6 | 97.1 |
| Strongly disagree | 9 | 2.9 | 100 |
| Total | 310 | 100 | |

According to table 4.32, majority of the respondents (81%) strongly agreed that financial crisis contribute to creation of sustainable structure that will keep the project running. 7.7% agreed while same number remained neutral. 0.6% disagreed with 2.9% strongly disagreed.

4.7.4 Improper Planning and Disaster hamper Effectiveness of Completed projects

The study intended to find out whether improper planning and disaster hinder effectiveness of completed projects.

Table 4.37 Distribution of Improper Planning and Disaster

| | Frequency | Valid percent | Cumulative per cent |
|-------------------|------------|---------------|---------------------|
| Strongly agree | 216 | 69.7 | 69.7 |
| Agree | 22 | 7.1 | 76.8 |
| Neutral | 21 | 6.8 | 83.5 |
| Disagree | 14 | 4.5 | 88.1 |
| Strongly disagree | 37 | 11.9 | 100 |
| Total | 310 | 100 | |

More than half of the respondents (69.7%) strongly agreed that improper planning and disaster hinder effective operations of completed projects. 7.1% agreed while 6.8% remained neutral.

4.5% disagreed that improper planning and disaster hinder effectiveness of completed projects. Only 11.9% strongly disagreed on the same.

4.7.5 Failure to Hand over Projects

The table below depicts the response on failure to hand over project.

Table 4.38 Distribution on Failure to Hand over Projects

| | Frequency | Valid percent | Cumulative per cent |
|-------------------|------------------|----------------------|----------------------------|
| Strongly agree | 248 | 80 | 80 |
| Agree | 18 | 5.8 | 85.8 |
| Neutral | 19 | 6.1 | 91.9 |
| Disagree | 9 | 2.9 | 94.8 |
| Strongly disagree | 16 | 5.2 | 100 |
| Total | 310 | 100 | |

80% of the respondents strongly agreed that failure to hand over project lead to ineffective utilization of them. 5.8% agreed with 6.1% being neutral. 2.9% and 5.2% disagreed and strongly disagreed respectively. Projects were not hand over to the respective authority.

4.7.6 Abandonment by New Leadership

The study intended to investigate on whether change of leadership leads to abandonment of projects.

Table 4.39 Distribution of Abandonment of Project by New leadership

| | Frequency | Valid percent | Cumulative per cent |
|-------------------|------------------|----------------------|----------------------------|
| Strongly agree | 242 | 78.1 | 78.1 |
| Agree | 24 | 7.7 | 85.8 |
| Neutral | 10 | 3.2 | 89 |
| Disagree | 10 | 3.2 | 92.3 |
| Strongly disagree | 24 | 7.7 | 100 |
| Total | 310 | 100 | |

Significant number of respondents (78.1%) strongly agreed that change of leadership affects completion of a project. 7.7% agreed with same number strongly disagreed. Insignificant number

of respondents (3.2%) disagreed with similar number being neutral. Projects were affected by change of leadership.

4.7.7 Inferential Description between Sustainable structures and utilization of projects

Basing on Spearman rho correlation analysis was conducted at 95% confidence interval and 5% significance level and was two tailed.

Table 4.40 Inferential Descriptive on Sustainable Structures and Effectiveness of Projects

| Correlations | | | |
|--|---|--|---|
| | | need to sign agreements offering future strategy for project success | failure to hand over projects lead to abandonment |
| need to sign agreements offering future strategy for project success | Pearson Correlation Sig. (2-tailed) N | 1 310 | .281** .000 310 |
| failure to hand over projects lead to abandonment | Pearson Correlation Sig. (2-tailed) N | .281** .000 310 | 1 310 |

** . Correlation is significant at the 0.01 level (2-tailed).

The table shows moderate positive relationship between sustainable structures in projects and utilization of projects with Pearson correlation valuing at 0.281**. This implies that there is positive correlation between sustainable structures and utilization of projects. The value of 0.218** for the sample N = 310 at significance level of 0.00 was statistically significant. Based on the hypothesis that;

H₁1 There was a significant relationship between need to sign agreements and failure to hand over projects to concerned parties was not rejected.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter entails a summary of the findings, discussions, conclusions and recommendations. The findings of the study are summarized in accordance with objectives of the study which are community participation, governance, feasibility study and sustainable structures influence on utilization of projects. The independent variables were studied against dependent variable which is utilization of projects.

5.2 Summary of the Findings

This section represents findings of the study on the factors influencing utilization of projects in Kilifi County.

5.2.1 Findings on Influence of Community participation on Utilization of Projects

Following community participation in projects the study found that 38.4% were unaware that community participated in projects that had been undertaken. 34.2% of the residents did not participate in commencement of the projects. This implies that communities are lowly involved in the commencement of projects with only few aware of them. Low number of respondents (38.1%) noted that professionals were involved in commencement of the projects. 67.1% concurred that community participation strengthens cohesion. More than half of the respondents (58.4%) were not satisfied by the projects while 62.6% not happy with projects.

The r value of the relationship between community participation and satisfaction of community needs was 0.130 with significance value of 0.05. This indicates that there is positive relationship between community participation and satisfaction of their needs. Increase in community participation in project undertakings will lead to increase in satisfaction of community needs. The relationship is found to be significant.

5.2.2 Findings on Influence of Governance on Utilization of Projects

A good number of respondents (65.6%) strongly agreed that good governance involves democracy while 14.6% agreed. More than half of the respondents (57.5%) strongly agreed that democracy involves participation while 24.8% agreed normally. Concerning application of rule of law in governance, 60.4% of the respondents strongly agreed that good governance should involve rule of law seconded by 20.8% of them. It was revealed that selection of contractors was not conducted in transparent ways. This was indicated by 49.7% of the respondents strongly disagreed while 18.1% disagreeing. Concerning succession of project by governments, it was found that 52.9% strongly disagreed that project were completed by the preceding government. Half of the respondents strongly disagreed that contractors did a plausible jobs. 36.1% noted agreeing that project were not utilized due to lack of skilled labour. 43.2% strongly disagreed that project failed because they were not serving immediate need. Slightly more than half 55.2% strongly agreed poor management of funds contributed at poor utilization of projects. 64.5% of respondents strongly agreed that cost of projects were higher compared to other comparative projects. Also, 70.3% long time taken to complete project hamper their utilization.

The r value of the relationship between governance and rule of law was found to be 0.619. This indicates that proper use of rule of law result to proper governance, hence better utilization of projects. The relationship was found to be significant correlation relationship between the two variables at level 0.000.

5.2.3 Findings on Influence of Feasibility Study on Utilization of Projects

67.1% of the respondents noted the projects were economically viable while 45.8% indicated to greater extent projects were financially viable. 33.55 stated that to no extent was Environmental Impact Assessment significant in project commencement. 46.5% were unaware whether there were restriction on giving opinions whilst 53.5% unaware of cost adjustments before completion of projects. Almost half of the respondents (44.8%) noted that to greater extent all participants of feasibility study were involved. The r value of the relationship between Environmental Impact Assessment and financial viability was found to be 0.269. The relationship was insignificant at 0.000 two tailed. This implies that the relationship was not determined by other factors other than the variables.

5.2.4 Findings on influence of Sustainable Structures on Utilization of Projects

82.6% of the respondents strongly agreed that signed agreements are necessary for sustainable structures of projects undertaken. Significant number of the respondent (80.3%) strongly concurred that relevant groups and persons were involved to offer sustainable structures for projects. Also, rampant financial crisis threatened life of projects hence the need to have sustainable structures. 81% of the respondents strongly agreed on this. Improper planning and disaster hinder operations of completed projects. 69.7% strongly agreed that improper planning and disaster hamper utilization of projects. 80% strongly agreed that failure to hand over projects lead to poor utilization of them. Abandonment of projects by new government hinders effective utilization of projects.

The relationship between signing of agreements and failure to hand over projects to appropriate parties was found to positive at 0.281 with significant level at 0.01 two tailed. This imply that if there will be increase signing of agreement on sustainability of a project then there will minimal cases of failure to hand over project to relevant parties.

5.3 Discussion

This section presents the discussion of the findings. The relation between the dependent and independent variables was found to be positive.

5.3.1 Community Participation and Utilization of Projects

This study has established that community participation influences positively utilization of projects. Lack of community participation at initial stages of projects affects utilization of projects. The findings are in consonance with Olapade and Anthony (2012) who asserts that projects in rural areas fails due to lack of community participation. Projects are commenced without willingness and knowledge of the beneficiaries. The study revealed that there was low involvement of community in projects. A study by Mwobobia (2013) specified that specifications of the projects carried out in Embu County were not written in consultation with the community members. Lack of clear coordination between projects standards or specifications and community needs and expectations within Embu County led to the collapse of the project. Munns & Bjeirmi (1996) revealed projects are costly and high risk undertakings that need to be

accomplished by certain date, for a certain amount of money and within some expected level of performance.

The study found out that professionals were involved in commencement of the study. This includes the land surveyors, project planners and coordinators. Only few of them are aware that they should be involved in every project carried out in the area. The study found out projects did not fulfill the needs of the beneficiaries. This is because of their low involvement in the commencement of the projects. Members were not happy with service offered by the projects since they do not address their needs.

5.3.2 Governance and Utilization of Projects

Good governance involves governance and participation. Projects aiming at reduction of poverty, protect environment and natural resource require good governance. For projects to be utilized well then good governance is required. More participation of the beneficiaries is expected and opinion so that needs may be well addressed. More of than half of the respondents strongly agreed that good governance requires participation, democracy and rule of law. According to Ofuoko (2011) revealed that public participation provides assurance of success when community participation efforts are support by government authorities. Sustainability is essential for any project implementation.

It was revealed that selection of contractors was not transparent. 49.7% of the respondents strongly disagreed while 18.1% disagreeing those contractors were selected in secretive ways. There has been no succession of projects by government leading to abandonment. Those who were concerned disappear with the vision and plan of the project and little concerned is put by the current government. Though these projects are supervised by professionals the technicians are less skilled labor undertake much of the work. Change of governance has been one the factors towards bringing to a standstill of the projects.

There are several projects in Kenya that were initiated and almost completed or fully completed but non-operational. A project in Nairobi west was started and abandoned. In Makueni County, buildings that were near completion were abandoned and grown bushy. The 203 housing units project was commenced in 1989 by the office of the president. Due to inadequate funding the

project could not be furnished though completed (Maundu, 2015). No clear reasons why the project is at stand still.

Completion of projects many times take long time until it loses its relevance in the community. Projects are commenced based on vision aiming at achieving certain target therefore when the project lingers to mature then it is not utilized as required. Costs of others comparative advantage is usually lower. Some costs of projects are exaggerated because of collaboration between professionals and contractors.

5.3.3 Feasibility Study and Utilization of Projects

Feasibility studies are essential at commencement of a project. Every project should be conducted feasibility study to determine its viability. More than half of the respondents revealed that all started in the area economically viable. Environment Impact Assessment is critical while undertaking any project. Construction is sustainable when it contributes to improved environment and advanced society. Better practices should ensure the construction company has competitive advantages and economic benefits.

Some people indicated that there were constriction on giving opinions but greater number of the respondents was unaware whether there was restriction on giving opinions about the projects. . Chike, et.al (2014) clarifies that community should be engaged in feasibility study when projects are undertaken in an area to give their ideas, increase features of projects and affirm community of the benefits deducible. Incorporation of the ideas and engagement of the community reduces the probability of resistance after its completion. According UN Development project community might be needed to give opinion on the location of the projects.

5.3.4 Sustainable Structures and Utilization of Projects

The study found that there was a need to have signed agreements were necessary for sustainable. The future of projects can be sustained if an agreement is signed on how to keep it going concern. Moreover, the study found out that there is need to have relevant people or group to sustain projects. For government to meet sustainability challenge that society is demanding, there should be laid down policies, either nationally, regionally, or locally (Sara et.al, 2015). Quality strategic planning and strategy delivery is significant as a process and tools for effective project. When resources are constrained, efficient and effective resource allocation is required.

Leadership instability, death of the investor, change of investment purpose and land disputes contributed to discarding of projects. Also, improper planning and natural disasters hamper effectiveness of completed project.

There is need to emphasize on signing of agreement or memorandum that guarantee success of projects. The findings of the study indicated positive relationship implying that if memorandum is signed for a certain project then handing over the project to relevant authorities will be easier. Also, it lays good structure on what to be done at final stages. Shammar (2014) pointed out that closure of project is characterized by handing over the final product to the customer, handing over the as-is built drawings, issuing operation and maintenance plan, and informing all stakeholders that the project is fully done. Beneficiaries are let in light on how to utilize the project after being transferred to them. Failure to hand over project led to its abandonment as no beneficiary is aware of expectations and way forward.

5.4 Conclusion

Based on the findings of the study, conclusions were drawn on factors influencing utilization of projects in Kilifi County. It was evident according to the findings of the study that for effective utilization of projects, community has to participate and be active to ensure undertakings of the projects are done according to their needs. Therefore, community participation in undertaking of projects is essential. Some projects failed and were abandoned at initial stages of the project due to lack of community participation. Projects in rural areas were not successfully conducted or utilized because of low community involvement. The projects lacked back up from the community since they have little information about undertaken projects

Every project requires professionals in all stages of any projects but more precisely at the commencement of the projects. Projects should be ground on expertise to evade their collapse. Projects did not satisfy the needs of the residents in Gahaleni and Jimba location. This may be contributed by low community participation and awareness.

Good governance involves governance and participation. Projects aiming at reduction of poverty protect environment and natural resource require good governance. For projects to be utilized well then good governance is required. Good governance ensures community participates and

service delivery is excellent. Good governance allows participation where community gives out its needs and expectation making it easier and cheaper to carry out a project.

Selection of contractors was not open and fair. Many people believed that projects were awarded without fairness. Succession of project from one government to another has been of concern as it contributed to abandonment of many projects. When one government fail to come back to power, then the projects being undertaken in that period were not carried on after another government comes into power. Many projects were undertaken by technicians though supervised by professionals. The quality of the projects due to use of unskilled labor becomes poor hence its abandonment or dissatisfaction.

Completion of projects many times take long time until it loses its relevance in the community. Projects are commenced based on vision aiming at achieving certain target therefore when the project lingers to mature then it is not utilized as required. Costs of others comparative advantage is usually lower. Some costs of projects are exaggerated because of collaboration between professionals and contractors.

Feasibility studies are essential at commencement of a project. Every project should be conducted feasibility study to determine its viability. More than half of the respondents revealed that all started in the area economically viable. Environment Impact Assessment is critical while undertaking any project. Construction is sustainable when it contributes to improved environment and advanced society. Better practices should ensure the construction company has competitive advantages and economic benefits.

The study found that there was a need to have signed agreements were necessary for sustainable. The future of projects can be sustained if an agreement is signed on how to keep it going concern. Moreover, the study found out that there is need to have relevant people or group to sustain projects. For government to meet sustainability challenge that society is demanding, there should be laid down policies, either nationally, regionally, or locally (Sara et.al, 2015). Quality strategic planning and strategy delivery is significant as a process and tools for effective project. When resources are constrained, efficient and effective resource allocation is required.

5.5 Recommendations

Basing on the findings of the study, the following was recommended;

1. There should be expansive community involvement in projects from the initial stages to the end. This will help in utilizing the project well instead of wasting resources and benefiting few people. Government should consider community needs instead of serving will of few. Projects initiated by government should majority and not minority in number in the community.
2. Good governance should be administered through democracy, public participation and obeying rule of law. Projects should be commenced that will address immediate work of the community.
3. Before any project is carried out, feasibility study should be conducted to avoid arising issues that might have been tackled at beginning of process. All participants of feasibility must be involved and due process adhered to.
4. Sustainable structure should be made available for every undertaken project to keep it going concern. Relevant groups, bodies and persons should be engaged before commencement of any project to ensure sustainability of the projects. Memorandum should be signed to ensure final stages of the project are conducted well and project handed over to relevant parties or authority.

5.6 Suggestions of Further Research

On the basis of what has been found out from this study, the researcher recommends that related studies be conducted in other counties in Kenya where projects have been abandoned.

Also, more studies need to be conducted on other factors that contribute towards ineffectiveness in utilization of government projects.

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APPENDICES

APPENDIX 1: LETTER OF TRANSMITTAL

ANITA MASHAKA MCHARO

University of Nairobi,

School of Distance and Continuing Education,

Mombasa Campus.

Dear Sir, Madam,

I am a Masters Student at the University of Nairobi, School of Continuing and Distance Education. In partial fulfillment of the requirement for a Master of Arts in Project Planning and Management, I am conducting a survey on the **FACTORS INFLUENCING THE UTILIZATION OF COMPLETED PROJECTS IN MALINDI CONSTITUENCY.**

I kindly request for your assistance in completing the attached questionnaire which forms a major input of the research process. The information and data will be used for academic purposes only and strictly confidence shall be observed on the same.

Your cooperation will go a long way in ensuring the success of this project.

I would like to thank you in advance for your valuable time and consideration.

Yours Sincerely

ANITA MASHAKA MCHARO

L50/78527/2015

University of Nairobi

APPENDIX I1: QUESTIONNAIRE

This questionnaire purports to collect research information on factors influencing utilization of completed projects in Malindi Constituency. It has two main parts which are demographic information section and objectively section. Part two is further divided into four sections basing on hypothesis of the study.

{For each section, kindly respond to all statements using a tick to indicate your response.}

PART A: Demographic Information

a). Title/Designation

| | | | | | |
|----------|--------------|-----------------|---------------------|---------------|------------------------|
| Resident | Local Leader | Project Planner | Project Coordinator | Land Surveyor | Administrative Officer |
|----------|--------------|-----------------|---------------------|---------------|------------------------|

b). Area of Residence

| | |
|-------------------|----------------|
| Gahaleni location | Jimba location |
|-------------------|----------------|

c). Age

| | | | | |
|-------------|-------------|-------------|--------------|---------------|
| 18-25 years | 26-35 years | 36-45 years | 46 -55 years | Over 55 years |
|-------------|-------------|-------------|--------------|---------------|

d). Gender

| | |
|------|--------|
| Male | Female |
|------|--------|

e). For how long, have you lived in the location?

| | | | | |
|-----------|------------|--------------|--------------|---------------|
| 1-5 years | 6-10 years | 11- 15 years | 16- 20 years | Over 20 years |
|-----------|------------|--------------|--------------|---------------|

PART B: Factors Influencing Utilization of Completed projects in Malindi Constituency, Kilifi County, Kenya.

Section 1: Community Participation Contributes to Ineffectiveness of Projects

Kindly select your level of agreement with the below statements by ticking only once in each of the questions

| Statement | YES | NO | UNAWARE |
|---|------------|-----------|----------------|
| 1. Was the community well involved in commencement of the project? | | | |
| 2. Were there professional staffs in undertaking projects? | | | |
| 3. Does community participation provides future cohesion that enhances project effectiveness? | | | |
| 4. Do the project satisfy the needs of the community? | | | |
| 5. Where all Members of the Community involved in the project at the initial stages? | | | |
| 6. Where Community Members happy after the Project was completed? | | | |

Section 2: Governance influences Utilization of Completed Projects

Kindly select your level of agreement with the below statements by ticking only once in each of the questions

Use the scale where 1= strongly agree, 2= agree, 3= neutral 4= disagree and 5= strongly disagree

| Statement | 1 | 2 | 3 | 4 | 5 |
|--|----------|----------|----------|----------|----------|
| 1. Good governance involves democracy. | | | | | |
| 2. Good governance involves participation. | | | | | |
| 3. Good governance involves the rule of law. | | | | | |
| 4. The contractor was selected in a transparent process. | | | | | |
| 5. Projects initiated by previous government are completed. | | | | | |
| 6. Contractors appointed do a good job as per the requirement. | | | | | |
| 7. Projects are not utilized after completion due to lack of skilled personnel. | | | | | |
| 8. Projects are abandoned since there is no immediate need for them. | | | | | |
| 9. Poor management of funds and misuse of resource hampered the maturity of the project. | | | | | |
| 10. Projects cost much more than comparative projects elsewhere. | | | | | |
| 11. It takes too long to complete projects. | | | | | |

Section 3: Feasibility Study influences Utilization of Completed Projects

Kindly select your level of agreement with the below statements by ticking only once in each of the questions

Use the scale where 1= to greater extent 2= to some extent 3= to no extent 4= Unaware

| Statement | 1 | 2 | 3 | 4 |
|--|---|---|---|---|
| 1. All projects started are economically viable | | | | |
| 2. Financial viability of the projects was undertaken. | | | | |
| 3. Environment Impact Assessment is essential before commencement of any project. | | | | |
| 4. Community members were constricted to give their opinions on the viability of the projects. | | | | |
| 5. The cost of the project was adjusted before it was completed. | | | | |
| 6. During feasibility study all participants should be involved. | | | | |

Section 4: Sustainable Structures influences Utilization of Completed Projects

Kindly select your level of agreement with the below statements by ticking only once in each of the questions

Use the scale where 1= strongly agree, 2= agree, 3= neutral 4= disagree and 5= strongly disagree

| Statement | 1 | 2 | 3 | 4 | 5 |
|--|----------|----------|----------|----------|----------|
| 1. There is need to have signed agreements which offer a future strategy for project success and efficiency | | | | | |
| 2. Relevant persons and groups in the community involved in project provide a wide base in the preparation of the local development strategy | | | | | |
| 3. Due to rampant financial crisis, sustainable structures have to be laid for projects to operate efficiently. | | | | | |
| 5. Improper planning and natural disasters hamper effectiveness of completed projects | | | | | |
| 5. Failure to hand over project lead to its abandonment as no beneficiary is aware of expectations and way forward | | | | | |
| 6. Once new leadership is elected all previous projects are abandoned. | | | | | |

Thank You for Your Participation