

**FACTORS INFLUENCING COMPLETION OF CONSTRUCTION PROJECTS: A CASE
OF GOVERNMENT OFFICES, BARINGO COUNTY, KENYA**

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**A Research Project Report Submitted in Partial Fulfillment of the Requirements for the
Award of Degree of Master of Arts in Project Planning and Management of the University
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DECLARATION

This research project report is my original work and has not been presented to any other examination body.

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This research project report has been submitted with my approval as the university supervisor.

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DEDICATION

I dedicate this Research Project Report to my dear husband, Samson Taiwa, for his patience, financial and moral support offered to me, also to our daughter Tala Taiwa for her company all throughout.

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ABBREVIATIONS AND ACRONYMS

GDP - Gross Domestic Product

CDF - Constituency Development Fund

NEMA - National Environmental Management Authority

IAPWG - Interagency Procurement Working Group

PPOA - Public Procurement Oversight Authority

KAA - Kenya Airports Authority

PPDA - Public Procurement and Asset Disposal Act

SPSS - Statistical Package for Social Sciences

ABSTRACT

Project completion is a quantitative measure to benchmark an organization's performance. The purpose of this study was to establish the factors influencing completion of construction projects in Kenya. A case of Government offices, Baringo County. The independent variables were management, funding, stakeholder involvement and procurement process. The specific objectives were to examine how management skills influence completion of construction projects in Government offices, to determine the extent at which funding influences completion of construction projects in Government offices, to determine how stakeholder involvement influence the completion of construction projects in Government offices and to evaluate how procurement processes influence the completion of construction projects in Government offices. Descriptive survey research design was used in the study. The target population included 40 respondents, employees drawn from the department of public works, procurement and the accounting section. Census was used to obtain data from the respondents as the target population was small and manageable. Questionnaires were used in data collection as the research instrument. The pilot study was done by randomly selecting five county government employees to determine the validity of the research instrument. The data obtained through questionnaire was then analyzed, presented and interpreted. Data analysis employed the use of both qualitative and quantitative techniques. According to the findings of the study, it was found that management influenced completion of construction projects in Baringo County as depicted by project management process and competency skills and knowledge employed by the project team. Funding to a very great extent influenced project completion. There is a need for proper budgeting, provision of adequate finances and accessibility of funds. Stakeholder involvement is also an important determinant of project completion affecting the operations of a project directly or indirectly depending on their level of involvement. The study also found out that procurement process influenced completion of construction projects. Supplier evaluation criteria should ensure that quality material and equipment are procured. This should also be started on time since the process is time consuming. As a recommendation, public funds should be released on time, county staff should be educated on the procurement processes, and stakeholders should be educated on their level project involvement. Further similar research should be carried out on construction projects in the private sector and in the other county governments as well.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

According to a Kenya National Bureau of Statistics report, the Kenyan construction industry annually contributes about 7% of the total national GDP. It, therefore, poses to be one of the key sectors and areas that take part in the general development of the economy of the country. However, a lot of the construction projects undergo pervasive delays and thereby resulting in an exceeded initial time plan and even the estimated costs for the construction. These delays are taken to be one of the impediments to the project and construction success concerning the value, the time, the quality of construction and even the safety (Muhammed, 2016). These project constraints require detailed planning right from the project inception (Justine M, Makori M, 2016). Usually, when the projects are delayed, additional costs initially not planned for are incurred (Sambasivan, M & Soon, Y. W. 2007).

The general aspect of delays as far as project completion is concerned is a global issue and problem. Fundamental causes cited include financial difficulties, change of orders by owners, (Sweis G., Sweis R., 2008), and contractor payment delays by owners (Abd Razek, H.A Mobarak, 2008).

In the United States of America, the major causes of the construction delays have been investigated, and data released stated that the owner together with the team for construction, the general quality of the design, and the inter-party communication processes are among the significant influences of project completion. Due to the complex nature as far as standardization of the construction projects is concerned, counter efforts trying to do away with the delay risks have been unsuccessful (Tafazzoli, 2017). In Tanzania, there is still many factors and causes of construction delays and these consequently put the projects at high risks and generally have an effect on the performance of the projects. These causes include design changes, delays in contractor payments, delay in information, problems with funding, poor management of the project, issues to do with compensation and even disagreements on the evaluation of the work that has been done. The significant effects include time overruns, overturn of costs, a negative social impact, resource idling and disputes (Kikwasi, 2012).

In Kenya, the construction industry is known to be a time-consuming and material depleting industry, due to its complexity and volatility occasioned by varied needs, wants and preferences. Contracts offered are based on cost and time needed to finish the projects. Some of the factors influencing the delay in construction projects include: procurement system adopted, delays in

decision making by the government bodies, bureaucracy and stereotype in hierarchy and environmental factors such as local community's perception of the project, regional influence and impact that the project would have on them in terms of contribution to labor, material availability, relationship between the project and the religion and general environmental impact (Mugo, 2014).

Project management is accomplished through the appropriate management processes that are categorized into five groups of initiation, planning, execution, monitoring and controlling (Dave Violette, 2013). Project management is the overall planning, monitoring, coordinating from the stages of inception up to the completion stage of the projects for meeting the necessary project requirements of the clients (Mugo 2014) notes that if the several projects are applied and necessary steps not taken, the chances of failure of the construction are rather high.

Ndiang'ui et al. (2015) citing (Chen, 2007) states that for any project to be completed, there needs to be an adequate allocation of funds towards the project. The availability of funds to enable completion of the project is an essential factor to ensure completion and delivery of the projects. According to Gyula, (2008), the construction companies have diversified, they also have a reduced number of fixed assets, they experience a positive cash flow, and they extensively subcontract.

The stakeholders of the projects have different levels of authority and responsibilities in cases of project participation, and the levels can change with time of the project's cycle (Kawira, 2015). The importance of the support from this top management is found to be a strong factor that has to be present for a successful outcome of the project. Lang'at (2015) in his report on factors influencing completion of construction of projects in the public secondary institutions in Bomet-East Sub-county found out that there is a profound relationship between the involvement of the major stakeholders and completion of construction projects. In the school setup, stakeholders such as the Parent's Teachers Association, the board of governors, students and the ministry influence the project's completion, through their level and way of involvement.

The government of Kenya has an obligation towards the provision of goods, works and also services to meet its citizen's needs. The government is mandated to improve transparency, to ensure fairness, enhance the integrity and improve efficiency in the public procurement process. Different procurement methods and techniques will also have different effects on the time, cost and the quality of the construction project. Subcontractor selection is also vital for project success. (Eriksson, 2009).

It is thus imperative to consider all these factors carefully in the process of selecting the most suitable approach for any project (Rosli et al., 2006).

Project completion is a necessary quantitative measure in benchmarking an organization's performance. It is critical in indicating the measure and performance levels that a company can provide with correctness and timeliness as crucial factors in their delivery to its customers (Ahmad, S & Shroeder, 2011). Project completion is a control process which ensures that the project goals and objectives are finally met by measuring and gradually monitoring the progress to determine any variances from the original plan so that necessary actions can be taken. (Archer, 2006).

This study was geared towards looking into factors that influenced the completion of construction projects in the country in a case of Government offices, Baringo County. It is geographically situated in the former Rift Valley Province. Its headquarters is Kabarnet town, located about 270Km North-West of Nairobi. This County is made up of six sub-counties and 30 wards. Being a resident and having seen a number of unfinished construction projects in Baringo County, the researcher preferred this County to other counties in Kenya. The findings obtained, also, to some extent, is a representation of what is happening in the other counties in Kenya.

1.2 Statement of the Problem

In the year 2010, Kenya gifted herself with the most robust, dynamic and democratic Constitution in the history of her foundation. The constitution was tailor-made to create a general global competition and a prospected improvement in the quality of life by the year 2030. The Constitution of Kenya, 2010 created a decentralized system of government namely Executive and Legislature which are devolved to forty-seven (47) Counties, Baringo County being one of them. The devolved system of government became operational in March 2013 with the primary aim of bringing services closer to the people. To realize the goal of devolution, each County Government was required to accommodate its officers to reduce the cost of service delivery by cutting down on rent. Offices such as the County Assembly, Office of the Governor, Sub County Offices, Ward offices, departmental offices among others had to be built. The budget for construction is set aside, with the approval of the county assembly.

Many county governments, however, still have departments renting offices so that they can discharge their services. This is because their offices are incomplete 5 years since devolution started. According to Faridi, et al., (2006), an estimation of more than 50% of construction projects in the

United Arab Emirates (UAE) experience extensive delays in completion. Kenya is no different hence the need to figure out the reasons causing the delays and find ways to prevent them from promoting socio-economic growth. There are many unfinished public projects including government buildings, schools with incomplete classrooms and abandoned public utilities. However, there has been no particular research done to address this problem of incomplete building construction projects which is now magnified by the forty-seven (47) county governments. This study and research, therefore, tried to establish significant reasons why most projects are never completed on time as well as making practical recommendations that will fill the gap that exists in the completion of construction projects, regarding Baringo county government offices.

1.3 Purpose of the Study

The critical reason and purpose of this study was to establish factors influencing completion of construction projects in Government offices in Baringo County.

1.4 Objectives of the Study

The objectives of the study include;

- i. To examine how management skills influence completion of construction projects in Baringo County Government offices.
- ii. To determine the extent at which funding influence completion of construction projects in Baringo County Government offices.
- iii. To determine the influence of stakeholder involvement on the completion of construction projects in Baringo County Government offices.
- iv. To evaluate how procurement processes influence the completion of construction projects in Baringo County Government offices.

1.5 Research Questions

This research sought to answer the following questions;

- i. How does management skills influence completion of construction projects in Baringo County Government offices?
- ii. To what extent does funding influence completion of construction projects in Baringo County Government offices?

- iii. How does stakeholder involvement influence completion of construction projects in Baringo County Government offices?
- iv. How does procurement processes influence completion of construction projects in Baringo County Government offices?

1.6 Significance of the Study

Construction is crucial to the economic development of any county government. Public construction projects are undertaken for developmental purposes; to fulfil predetermined development objectives. These objectives are to be met to avoid wastage of resources regarding time used in project implementation and money, which in this case is the tax obtained from the public. It is this development agenda that makes this study significant.

The study, therefore, is crucial since it tries to shed more light on the factors leading to delays experienced in the completion of projects that are prevalent in most government institutions.

The public is the primary funder of the projects through the taxes paid, therefore demanding accountability on how their money is being utilized by the government agencies, counties included. This study highlights solutions to ensure prompt project delivery for all stakeholder satisfaction.

The study findings will be applied by all stakeholders in the construction industry and the information gathered will enable them to make informed choices when investing in projects to ensure that quality projects are completed on time and at an affordable cost. It provides insight to practical actions required to control cost and time overruns, to ensure efficient and effective project delivery while retaining its intended quality and purpose. It also forms a basis and a background to build on for further research for future scholars interested in furthering the knowledge on construction management in Kenya.

1.7 Limitations of the study

The study and analysis was limited to establishing the factors influencing completion of construction projects in Government offices in Baringo County. Its objectives were based on the influence of management, funding, stakeholder involvement and the procurement process on construction projects. The study adopted descriptive survey research design with a questionnaire as the research instrument.

1.8 Delimitations of the study

The study took place in Baringo county government department of procurement, public works, and the accounting section, to determine the different influencing factors for construction projects. This study was to be used for educational purposes and that would give the respondents the confidence to honestly contribute and provide their views on the current status of the projects being undertaken.

1.9 Basic assumptions of the study

This study was based on these assumptions: That there was documented information related to this area of research. There would be total cooperation by all the interviewees and respondents in the survey. It was also assumed that corruption, misappropriation, and embezzlement of funds were not experienced in Baringo County due to the transparency of all the stakeholders involved. Completion of office construction projects in Baringo county government was mainly influenced by the variables stated in the study objectives. The researcher also assumed that the stakeholders in various organizations especially the county governments in Kenya will in future make use of the findings of this study to avoid delays in the completion of construction projects to be undertaken.

1.10 Definition of significant terms used in the study

For purposes of this study, the following terms used were given definitions as;

Construction projects: A building, structure or a model that is being constructed.

County Government: A specific region of a state or a country.

Funding: Act or process of providing resources, it is usually in monetary form or any other values.

Management: The project management team such as the Architect, Quantity Surveyor, consultant team and client's representative who supports the project's execution to its completion.

Procurement Process: This the process of finding out, agreeing on terms and acquiring of goods, services or work from outsourced through a tendering process.

Project Completion: The formal closure of a project where the project manager makes sure that all the processes and their related work are accomplished.

Stakeholder Involvement: Involving any person, any group, or organization who may affect or in turn be affected by the outcome of a project.

1.11 Organization of the study

The study was divided into five categories. The first chapter contained introduction, background information of the study, description of various variables as was applied in the course of the study, the statement of the particular problem to be addressed, the primary purpose for the study, the different objectives related to the study, the research questions, the benefits of education, assumptions made by the survey, the several limitations and delimitations posed by the research and lastly the description of the various terms that were used in the study. Chapter 2 is composed of the review of the literature. The section also captured conceptual and theoretical framework as well as the gap existing in the analysis of the literature. The third chapter is on the methodology, and it targeted the population, sample size and sampling techniques, data collection instrument, validity, the reliability of the research instrument, data collection procedures, data analysis technique and the ethical requirements of the research. The operational definition of the variables was also discussed. Chapter four contains data analysis, interpretations, different forms of presentations, and discussions on the study. Chapter 5 include the summary of the outcomes and results, the conclusion and recommendations concerning this study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The section outlines a general summary of the literature related to the factors that affect the completion of projects developed in previous studies. This chapter also uses both empirical reviews and the conceptualization of the elements and theories in the study area.

2.2 Completion of Construction Projects

Completion of construction projects is all about the successful project implementation process. Executing a particular plan is very complicated because the process requires coordinating a wide range of activities and practices, overseeing a team, managing the budget, communicating to the public among other issues (Dillon, 2017). Projects are implemented with the sole aim of utilizing the available resources, maximizing the profits as well as impacting the surrounding environment. Over the years projects have had an impact on the social life, environmental setup as well as an economic impact which in the long run exceeds the primary purpose of the project (Dave V., Joseph W. K., Nick C., 2013).

In Jordan, financial difficulties which are characterized by the contractors as well as the existence of too many changes which occur in the orders by owners who pose to be the leading causes of project implementation and completion delays (Sweis, G., Sweis, R, 2008). In Egypt, the main reasons for completion delays are majorly due to inadequate funding by contractors who are employed in the whole process of constructions, delays in terms of contractor's payment by the owner, changes in design requirements by the owner or his agent during construction, partial payments to the contractor during construction, non-utilization of professional development and contractual management techniques (Abd El-Razek, M.E., Bassioni, H.A. & Mobarak, A.M., 2008).

In Tanzania, a study done on the effects and causes of delays and the related disruptions in the course of the construction projects highlighted changes in design, payment delays to contractors, delays in information, funding issues problems, poor management of the project, compensation problems, conflicts among involved parties (stakeholders), changes in the project schedule, procurement problems, bureaucracy, multiple projects by contractors among others (Kikwasi, 2012).

A study done by Christopher Ngacho on the performance of public sector construction projects funded under the constituency development fund (CDF) in western Kenya shows that cost, quality

and time are the key indicators of project performance and completion (Ngacho, 2013). Public sector construction projects can, therefore, be evaluated from these performance indicators acting as a checklist to pinpoint sectors and areas of weaknesses that need to be corrected in cases of unsatisfactory performance.

2.3 Management Skills and Completion of Construction Projects

According to a study on the impact and effect of project management on the general performance of the project, (Zulu 2007) using structural equation modelling technique, found out that the general supervision of the project is primarily influenced and determined by the management team, the project communication, and the management policies and strategies. It further prospected that the performance of the project is also directly influenced by the processes of project management. The main reason for the existence of project management is mainly to add value by laying out successful plans and delivering projects as far as the agreed objectives are concerned. Generally, the processes pertaining management of the project are wholly geared up towards the successful delivery of the projects.

In Kenya, a study done by Mugo, (2014) on factors influencing completion of projects in Government Tertiary Institutions in Nairobi County highlights project management as one of the elements. In his report, the managerial system from inception should be taken into consideration. Contractor engagement, proper documentation at project inception and the post-contract period is of the essence. Modes of communication, ease, and channels should be decided from the onset, and dispute resolution mechanisms are properly outlined as well as payment methods, frequencies and recourse for not honoring each party's part of the bargain.

From the literature review, little attention is given on the relationship between the contract management (contractor) and the project management (client) in ensuring that quality construction projects are completed on time and at an affordable cost. Project management is a new discipline, and not much has been documented about it.

Research conducted at the University of Sains with a goal to determine the critical factors which affect a successful construction project among the various manufacturing companies in Penang, Malaysia, shows that the top management of an organization is positively and directly related to the project success in manufacturing. A project will most likely be successful and productive if there

are visible management support and commitment from both the executive and top management of the project. The study further stated that competent project personnel is also very crucial in the success of the project. There should be a responsible team set in place, led by a team leader and his staff who are skilled and well trained to handle the demands of the project.

In Jordan, a study done to find out factors leading to the time overruns in the public construction projects noted that poor levels of qualifications of consultants, engineers, and other project staff as well as poor planning and scheduling (Sweis, 2013). This is because most of the staff members working on public projects in Jordan gain their skills by informal means with their competencies which are not formally tested nor certified. This calls for the need to mentor consultants, the engineers, and other staff members to minimize the effect of the lack of qualified consultants on time overruns in construction projects.

In Kenya, Nyamwange et al., (2018) while looking at the determining factors of timely completion of construction projects at Kenya Airports Authority (KAA) indicated that staff competencies positively and significantly influences timely completion of construction projects. This implies that high staff competency concerning experience, skills, education level, and qualifications affect the performance of construction at KAA. There is, therefore, a need to establish training programmes to enhance the competence of the project team apart from recruiting them based on experience, education level, and skills. The experience of top management with the firms, expertise, and level of education determined the success of the projects and outcome (Mugo, 2014).

Managerial skills and competencies reflect on the overall project delivery. Qualified personnel should be employed to ensure that the projects are implemented to meet the specific needs. Though several studies have been done concerning public constructions, there's none specifically on the creation of county government offices in Kenya.

2.4 Funding and Completion of Construction Projects

A study conducted by Ramabdou, (2014), on the procurement rules and guidelines for the success of a project concerning the cost planning of construction projects noted that the time and cost overruns are problems which are more often seen in construction projects. Nine projects out of ten frequently experienced cost overrun (Aljohani, 2017). While there lacks a clear manner of avoiding the cost overrun, proper estimation and proper planning can take part in reducing the chances of the overruns. This thus contributes to the stability of the project. Delays in the projects lead to time

overruns, and this not only affects the current projects but also affects the future projects and their implementation. The scale of funding may be as simple as the allocation of funds from a single departmental budget, to elaborate, international financing of a joint venture (Gyula, 2008).

In their study Sambasivan, M.& Soon, W., (2007) on causes, effects and consequences of project delays in the Malaysian construction industry found out that financial reporting is a rather essential mode of keeping everybody informed or up to date, and therefore project managers need to ensure that proper management and reporting is done on a periodic basis. According to Karim .K. & Marosszeky .M.,(2009), a quite considerable portion of the public investment goes to the construction industry, most governments and organizations being the dominant providers of infrastructure services globally. In most cases, government funds multiple projects. This leads to many potential challenges which include; variation in the kind of the project, lack of clearly defined resources and authority, fluctuations in workload and frequent emergency responses (American Management Association, 2011).

In Egypt, research done on the delay caused by the country's road construction works and projects, shows that owner-financial problems witnessed by cash flow problems during construction was considered a significant cause affecting delay in the road construction projects which in this case is the government related funding projects. This is because the large projects are given to well-established contractors, but the small daily road projects with low funds commonly face the problems of financial allocations and management. It, therefore, requires payment of the contractor's dues on time to make it easy for them to finance the construction work (Remon F. A., Asmaa A. A., 2016).

A study conducted to deeply look into the determinants and other related factors regarding the timely finishing and completion of projects at Kenya Airports Authority (KAA) found that budgeting, staff competencies, monitoring, and evaluation had a positive and significant correlation with timely completion of construction projects (Nyamwange, R., & Nyang'au, S. P., 2018). It further highlighted that budgeting practices such as having budget plans, budget control process and stakeholder involvement in the budgeting process influences the performance of construction projects at KAA positively and significantly.

Funding plays a critical role as far as the construction industry is concerned. Successful completion and implementation of construction projects require sufficient allocation of funds. In the majority of

studies done and reviewed so far, few researchers have comprehensively looked at variables such as government funding multiple projects in the same organization and accessibility of the allocated funds.

2.5 Stakeholder Involvement and Completion of Construction Projects

Enshassi et al., (2009) on their research and study to find out the various factors that affect the construction project performance in the Gaza noted that the industry is rather complicated and that because of it comprising of owners, established contractors, consultants, and the regulators. A continuous set of relationship and coordination among the participants of the project is critical if a successful completion is to be realized (Enshassi, A, Abushaban, S, 2009). Public participation is also an essential requirement with equal weight to the stakeholder involvement. People and workers are daily involved in every process related to the project including the duty to find out the adequacy of each method (Kuen, C.W, Yudi, F., 2008).

Geach, (2016) in his study to investigate the contribution and role of the aspect of sustainability in the selection of a contractor and his evaluation, highlighted and pointed out that clients do not want the industry to be regarded as to have no impact or as to be invisible in the surrounding local community. Contractors are thus required to increase their positive impact on the local society that they work in and thrive to leave behind historical legacies in the villages. The community or set up in which the project is situated also plays a rather crucial role in influencing the time the project takes to complete.

According to a study on the factors that influence the timely completion of government-related projects in the secondary schools and institutions in Kirinyaga County, it was discovered that stakeholder demands and requirements and expectations affected the completion rate of the project. Due to government regulations, the stakeholders involved in the implementation of the government funded projects cannot be avoided. The institutions should begin necessary collaborating processes in good time to arrest the delays that may occur(Nyamu, 2015).

Every project is unique, and it attracts unique and different stakeholders who may directly or indirectly influence its performance. Several kinds of literature have been written on the role of stakeholder involvement in project completion, but, there still exists a gap in the construction of buildings especially county government offices in Kenya.

2.6 Procurement Process and Completion of Construction Projects

Research by Chemnjor (2015) on supplier evaluation criteria and procurement performance in parastatals in Kenya shows several challenges that have significantly affected supplier evaluation criteria and performance of procurement. They include corruption in the supply chain, incompetent procurement officers, inefficiencies and faults in procurement processes, the absence of incentives, pressure on the implementation of PPOA and PPDA guidelines, the cost of implementing procurement systems as well as the general maintenance of the procurement system significantly affecting the supplier selection process. The lack of top management support, lack of proper expertise in evaluation among the supply chain staffs, little or inadequate transparency from product and suppliers as well as lack of clearly drafted goals and objectives towards procurement also affect the ability of an organization to effectively manage its procurement evaluation process (Kipkemboi, 2015).

Aziz et al. (2016), while conducting a study on delay causes of road construction projects in Egypt highlights poor contractors' experience or subcontractors' performance as a major cause of the delay, therefore, choosing experienced subcontractors with the good reputation is necessary. In Rwanda, a study to determine the influence of procurement procedures on the delays in timely completion of government externally financed projects outlines procurement procedures in the government, poor procurement documentation, and absence of procurement plans are highly significant in contributing to delays in timely completion of road construction projects (Nduko F.N., Mbabazi M., Jaya S., Ndirangu E.W., 2015)

A study on the factors that mainly affect the completion of the various road projects in Nairobi county shows that selecting a capable contractor requires the use of appropriate technologies and equipment. Technology can be from knowledge on the various techniques, the processes, or it can be solely embedded on the machines and computerized devices or even factories whose operations can be conducted by staff who do not have excellent skills or knowledge on the nature of work being done. (Ndiang'ui, Assumpta K, 2015). In most countries and states, the industry of construction has attracted a lot of criticism regarding several incidences of inefficiencies and faults in outcomes like time and cost overruns, reduced productivity, weak and undesirable quality and lack of customer satisfaction. (Eriksson, 2009).

In Kenya, a study to determine factors influencing successful completion of the road construction projects concerning Kisumu County outlines Procurement process, communication, risk occurrence, and project financing to affect these projects. In their report, corrupt practices, awarding the lowest bidder, single sourcing and nepotism are procurement practices that influence successful completion of road construction projects in Kisumu County (Ogotu.B.O., Muturi.W., 2017)

In his study, Ngacho, (2013), under CDF funded projects noted that project procurement approach does not have any effect on the occurrence of time overrun and quality defects. However, the existence of cost overrun was found to be dependent on the type of project procurement approach used.

Procurement process plays a crucial role in ensuring that construction projects are completed on time. From the outlined literature, despite significant input on the part of procurement in project delivery, there is a little study on the effect of procurement regulations on timely completion of construction projects in Kenya. This study, therefore, sought to examine the role of procurement in the construction of county offices.

2.7 Theoretical Framework

The study was anchored on structural functionalism theory developed by theorists Emile Durkheim, Herbert Spencer, Talcott Parsons, Robert Merton and Almond Powell (Giddens. A., 1984). Structural functionalism theory sees the society as a complex entity whose parts and sections work together to promote the aspect of stability and solidarity. The social organizations form a narrative, social structure which functions to preserve the healthy state and harmony of the community or society. According to the theory, just like society, formal organizations (such as the construction industry) consist of many groupings of individuals, who are interdependent of each other, all working together harmoniously towards a common goal of solving a problem. It argues that these organizations are complex social systems consisting of a network of interdependent subsystems. It is concerned with how the order is maintained towards a common goal in spite of the changing membership of individuals. It focuses both on the social structure and the social functions. Durkheim argues that current complex societies and communities are held together by universal organic solidarity based on the interdependence and specialization that are so strong due to shared social values. Structural functionalism further goes ahead to advocate for an entailed analysis of the perceived disagreements and conflicts of interests that are evident amongst the various subsystems.

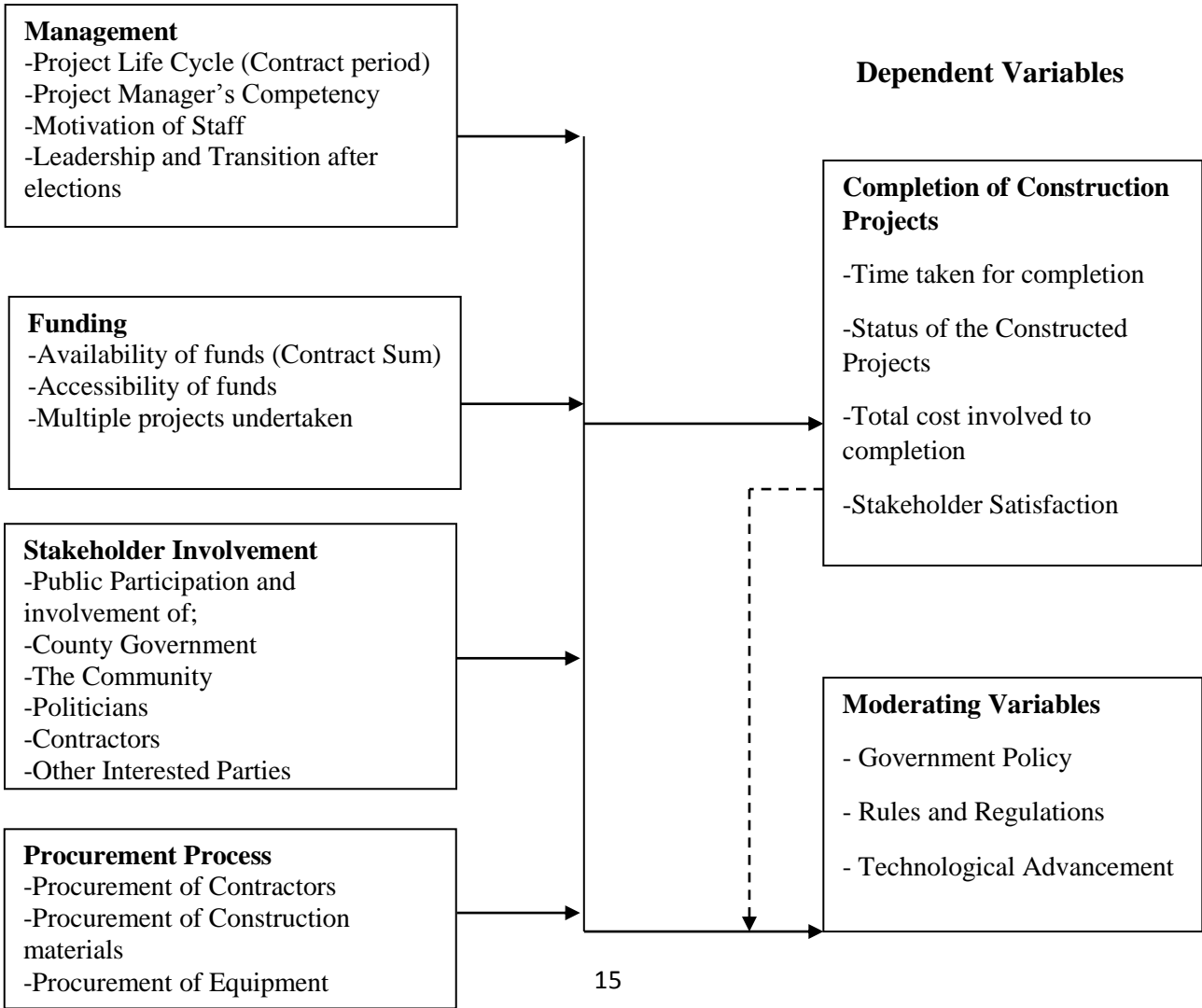
This theory, therefore, shows how, just like any other society, a construction organization is made up of several individual players who are interdependent of each other with constant conflict of interest. In this case are the different stakeholders including; the consultants, engineers, clients (county government), contractors among others. Structural functionalism theory appropriately explains some conflicts among the stakeholders in the management of construction projects in Kenya hence causing delays in their completion. They should all work in harmony and orderly for timely completion of construction projects.

2.8 Conceptual Framework

The relationship between the independent and dependent variables is illustrated in Figure 1;

Figure 1: Conceptual Framework

Independent Variables



The dependent variable in this study was the completion of construction projects. This was influenced by the independent variables which include; management, funding, stakeholder involvement, and procurement process involved. The study sought to find out how the DV (dependent variable) is affected by this IV (independent variables).

2.9 Knowledge Gap

The review of literature provided some background information that was relevant to the study, including the factors that affect completion of construction projects. The literature review highlighted the issues surrounding construction projects in Africa and globally, as well as giving some insights on the knowledge gaps existing in the construction industry in Kenya as summarized in Table 2 .1 below.

Table 2.1: Knowledge Gap

Author	Focus of Study	Findings	Gaps	The focus on the current study
Zulu, S., 2007	Impact/effect of project management on the project performance	The processes of project management influence project performance (Completion)	The Research did not specify the type of projects under study.	The study only focused on construction projects.
Nyamwange et al., 2018	Management competence on completion of construction projects.	The management competence influence the completion of construction projects	The study was carried out at Kenya Airways Authority (KAA), not the county	The study was carried out in a County Government: Baringo
Remon F. et al., 2016	Funding on completion of road construction projects in Egypt	Cash flow issues and problems during the construction is considered a significant issue affecting delay in the project construction	This research focus was on road projects and not on buildings.	Focused on buildings only; County offices
Nyamu, M.K. (2015),	Influence of Stakeholder involvement on project completion in schools and institutions in Kirinyaga County	Stakeholders influence projects' completion	The governance structure of schools is different from that of counties	This research study focused on projects carried out in Baringo County.

Study	Focus of Study	Findings	Gaps	The focus of the current study
	Influence of the procurement processes on timely completion of the projects in Rwanda	Procurement process affects the completion of road construction projects.	The research focus was on projects in Rwanda, not Kenya	The study focused on projects in Kenya; Baringo County offices.

2.10 Summary of Literature Review

This chapter looked at the review of related literature as documented by other scholars on factors which affect the project completion in Kenya. It reviewed various scholarly articles based on thematic areas such as project implementation and completion, management, funding, stakeholder involvement as well as procurement systems associated with the completion of construction projects. The researcher also looked at the theoretical and conceptual framework relating to the various outlined variables as well as the existing knowledge gaps. In most of the reviewed kinds of literature, scholars have emphasized delays and non-completion of multiple projects in various organizations.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This methodology section lays out a plan which is implemented in the research process. The methodology is made up of the research design, the relative population or scope, techniques of sampling, and the instruments. It also outlines the methods that were employed in data collection and how the data was analyzed, interpreted and then presented.

3.2 Research Design

The study design is defined by Ogula (2005) as a detailed plan and a set of strategies about the investigation to get answers to a particular research question. The comprehensive plan was best-suited since it enabled the description of the respondents, and therefore, able to clearly identify the possible factors which influenced the completion of the construction projects in Baringo County without manipulating any variables. The primary purpose of this study was majorly to determine and report the manner in which things are (Mugenda and Mugenda, 2003).

The descriptive study allowed the gathering of quantifiable information that can be used for statistical inferences on the target population through data analysis. This guided in the collection of the data to ensure that the data collected was relevant to this study from the identified target population.

3.3 Target Population

According to Mugenda and Mugenda (2008), a targeted group is a set group of items or individuals whose samples and feedbacks are taken for critical measurement and analysis. It is the specific population whose information is most desired for the study. The target population concerning this study was selected from Baringo county public works department, procurement and the accounting section whose employees are 15, 12 and 13 respectively. Forty (40) respondents were targeted for the main study.

3.4 Sample Size and Sampling Procedure

Sampling can be defined as a process by which a small portion or part of a particular population is selected, and the selected portion is treated as a representation of the whole community for the study (Polit & Hungler, 1995). In a situation where the targeted population is small and manageable, and all the respondents are covered, a census design is acceptable

(Orotho, 2008). Accordingly, this study adopted a census that allows taking the entire 40 respondents as the sample size.

3.5 Research Instruments

The study used both structured and unstructured questionnaires in the process of data collection. Kirakowski (2008) defines a poll as 'a unique method for the recording and collecting of information.' The questionnaires were used majorly because they are cheap to purchase and administer. The questionnaires were divided into sections and developed based on the research objectives of the study to capture relevant information. Quantitative data were collected from closed-ended items in the questionnaire.

3.5.1 Piloting

Before doing the actual study, it was a vital requirement to perform a test. (Robson, 1993) argues that the aspect of piloting will provide an opportunity for various researchers to assess their confidence and assurances in identifying the set shortcomings which may affect the actual useful information that is already collected. The pilot study helped in the evaluation of the validity and effectiveness of the particular instruments. It provided a platform in detecting and addressing possible problems and issues by bringing clarity on the laid down questions. In this study to carry out the pilot test, a sample of five employees were randomly selected from among those who do not form the target population.

3.5.2 Validity of Research Instruments

The main research instruments used were the questionnaires where its validity was ensured by including objective questions. This was achieved by conducting a pre-test on the particular research instrument to determine and change any instances of ambiguous or offensive questions and techniques (Cooper and Schindler, 2003). The choice of questionnaires as the research instrument was based on the following: Questionnaires are familiar to most people; Questionnaires reduced cases of bias as there was a uniformity in presenting the questions with no instances of middleman bias. Additionally, there was flexibility since the researcher intended to use a drop and pick method as well as the confidentiality of information shared by the respondents.

3.5.3 Reliability of Research Instruments

Reliability refers to a particular measure of the degree to which any research instruments produce consistent outcomes (Mugenda and Mugenda, 2003). In this research, the aspect of reliability was ensured by conducting a pre-test on the questionnaires with a selected sample of 5 employees randomly selected which were excluded in the actual data collection.

3.6 Data Collection Procedure

A structured questionnaire came in handy in the collection of data, and was administered using the drop and pick later method. Kothari (2008) states that questionnaires are very economical regarding time, energy and finances. Close-ended questionnaires were used to collect primary data.

3.7 Data Analysis Techniques

The data was critically analysed using the qualitative and quantitative methods. Qualitative data was analysed through the interpretation of the findings, mainly generated from questions presented through the open-ended questions.

The quantitative data derived from the instruments was progressively analysed using statistics (percentages and frequencies). The statistical package for social sciences (SPSS) computer software of version 20 was primarily used for the quantitative analysis of data and presenting it in form of frequency distribution tables.

3.8 Ethical Considerations

Due to the sensitive nature of the information collected and the fear of the unknown, the researcher assured the participants of confidentiality and anonymity. Voluntary consent of participation was sought, and the respondents were not to indicate their identity on the issued questionnaire.

3.9 Operationalization of the Variables

Table 3.1 shows the operational relationship of variables

Table 3.1: Operationalization of variables

Objectives	Independent Variables	Indicators	Measurement scale	Type of analysis
To examine how management skills influence completion of construction projects in Government offices	Management	-Quality project design and implementation -Project management competency in decision making -Motivation of staff	Ordinal	Descriptive statistics
To determine the extent to which funding influences completion of construction projects in Government offices	Funding	-Availability of funds -Accessibility of funds -Budgeting and financial reporting technique	Ordinal	Descriptive statistics
To determine how stakeholder involvement influence the completion of construction projects in Government offices	Stakeholder involvement	-Contractor and top management involvement in planning -Community involvement in decision making	Ordinal	Descriptive statistics
To evaluate how procurement processes influence the completion of construction projects in Government offices	Procurement process	-Quality of equipment/materials -Supplier evaluation criteria	Ordinal	Descriptive statistics

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the analysis of data collected from the field through the use of the research study questionnaire. The findings were analyzed and presented in form of frequency tables and percentages generated through Statistical Package for Social Sciences (SPSS) computer software version 20. This is followed by brief interpretation guided by the research objectives.

4.2 Questionnaire Return Rate

Table 4.1: Response rate of questionnaires

	Frequency	Percentage
Responded	37	92.5
Non-Response	3	7.5
Total	40	100

Table 4.1 shows the return rate of questionnaires. A total of 40 questionnaires were administered and 37 were successfully completed and collected, which represents 92.5% response rate. For the 3 (7.5%) questionnaires that were not returned, this can be attributed to unwillingness of some respondents to participate in answering and completing the outlined questions in time.

4.3 Background of the Respondents

4.3.1 Gender Profile of the Respondents

The respondents were asked to indicate their gender on the questionnaire, either male or female.

Table 2.2: Gender of the Respondents

Gender	Frequency	Percentage
Male	32	86.5
Female	5	13.5
Total	37	100

Table 4.2 shows the gender of the respondents. Majority of the respondents were males (32) as compared to the females (5). From the observation, this is a reflection of an environment which is highly dominated by men.

4.3.2 Age of Respondents

The respondents were asked to indicate their ages based on the four categories of age brackets provided in the following table.

Table 4.3: Age Bracket of the respondents

Age Bracket	Frequency	Percentage
Less than 30 Years	9	23.4
31-40 Years	14	37.8
41-50 Years	10	27.0
Above 50 Years	4	10.8
Total	37	100

Table 4.3 shows that majority of people working in the county government are of middle age, that is, between 30 and 50 years adding up to 64.8% of the total respondents. This age bracket shows that the respondents were old enough and experienced in their field of work to provide information relevant to the study. However, 23.4% of the respondents were below 30 years of age. This group represents the staff who are newly employed in the County Government.

4.3.3 Level of Education of the Respondents

The respondents were asked to indicate their highest level of education.

Table 4.4: Level of Education

Education Level	Frequency	Percentage
Post Graduate	14	37.8
Undergraduate	11	29.7
Diploma	12	32.4
Total	37	100

Table 4.4 shows that majority of the respondents were degree holders (37.8%), whereas the rest (29.7% and 32.4%) were undergraduate and diploma holders respectively. From the findings, all the respondents were well educated (diploma and above) and knowledgeable in providing reliable data relevant to the study.

4.3.4 Departmental Representation

The respondents were asked to indicate the departments they work in. The departments of public works, procurement and accounting section were options that were provided in the questionnaire.

Table 4.5: Departmental Representation of Respondents

Department	Frequency	Percentage
Procurement	12	32.4
Accounting	12	32.4
Public Works	13	35.2
Total	37	100

Table 4.5 shows the number of respondents working in each of the three departments. The public works department had 13 respondents, whereas procurement and accounting section had equal number of respondents (12 each). The number of respondents is equally distributed across the departments. This is fit for study analysis.

4.4 Project Implementation

The study sought to establish the respondents' opinion on the relationship between project implementation and completion. Based on the items provided, the respondents were to react to the extent of their influence in implementation and completion of office construction projects using a scale of 1 to 5 where 1=Strongly Disagreed, 2=Disagreed, 3 =uncertain, 4 =Agreed, 5= Strongly Agreed. The results were as shown in table 4.6 below.

Table 4.6: Project Implementation and Completion

Statement		1	2	3	4	5	Total
Completion of construction projects is all about a successful implementation process	Freq.	00	02	00	21	14	37
	%	0.0	5.4	0.0	56.8	37.8	100
Cost, quality and time are key indicators of project performance	Freq.	00	00	02	19	16	37
	%	0.0	0.0	5.4	51.4	43.2	100
Delay in payment of contractors leads to time overruns, hence, project completion taking longer than expected	Freq.	00	03	06	14	14	37
	%	0.0	8.1	16.2	37.8	37.8	100

Table 4.6 shows that majority of the respondents agreed to the fact that project implementation have an effect on the completion of construction projects. For instance, cumulatively 95.6% of the respondents agreed that completion of construction projects is all about a successful implementation process, whereas 5.4% disagreed with the same statement. More than half of the respondents (51.4%) also agreed that cost, quality and time are key indicators of project performance, in which project completion is a major indicator. 43.2% of

the respondents strongly agreed to the same. Similarly, 37.8% of the respondents strongly agreed that delay in payment of contractors leads to time overruns; hence project completion takes longer than expected while 8.1% and 16.2% of the respondents disagreed and were uncertain respectively.

An open-ended question was also posed to the respondents on what can be done better during project implementation to enhance successful completion of construction projects. Among the findings were; projects should be well designed and project work plans strictly be adhered to right from the inception, procurement process of materials should be started early since it's time consuming, contractors should closely be monitored and supervised.

4.5 Management

The respondents were asked to indicate the extent to which project management process and competency influenced completion of office construction projects; where, 1=No Extent 2=Low Extent, 3=Some Extent, 4=Great Extent, 5=Very Great Extent. The data obtained was as presented in table 4.7.

Table 4.7: Influence of Project Management & Project Management Competency

		1	2	3	4	5	Total
Project management process	Freq.	00	00	08	08	21	37
	%	0.0	0.0	21.6	21.6	56.8	100
Project management competency	Freq.	00	02	08	08	19	37
	%	0.0	5.4	21.6	21.6	51.4	100

Table 4.7 shows that majority of the respondents believed that management influenced completion of construction projects. For instance, 56.8% of the respondents indicated that to a very great extent project management process influenced completion of construction projects. Project management competency has the same influence since 51.4% of the respondents agreed to it. This is probably because project managers are key project decision makers.

Respondents were also requested to indicate the extent to which they either agreed or disagreed to the following statements relating to influence of project management on completion of office construction projects; where 1=Strongly Disagreed, 2=Disagreed, 3=uncertain, 4=Agreed, 5= Strongly Agreed. The findings were as tabulated in table 4.8.

Table 4.8: Influence of Project Management Skills on Completion of Construction Projects

Statement		1	2	3	4	5	Total
Failure at the conceptual planning and design stages may lead to significant problems in timely completion of projects	Freq.	00	00	02	18	17	37
	%	0.0	0.0	5.4	48.6	45.9	100
Motivation of staff increases productivity leading to project success	Freq.	00	00	00	21	16	37
	%	0.0	0.0	0.0	56.8	43.2	100
Effectiveness of construction management will affect the speed of construction	Freq.	00	00	02	16	19	37
	%	0.0	0.0	5.4	43.2	51.4	100
Poor qualification of Consultants, engineers and staff cripples project completion	Freq.	02	04	05	07	19	37
	%	5.4	10.8	13.5	18.9	51.4	100
Leadership skills and county transition after election has an effect on timely delivery of projects	Freq.	00	00	01	12	24	37
	%	0.0	0.0	2.7	32.4	64.9	100

According to the study findings in Table 4.8, the outlined management aspects could influence completion of construction projects. Majority of the respondents (more than 50%) agrees to it. For example, cumulatively, 94.5% of the respondents agreed that failure at the conceptual planning and design stages may lead to significant problems in timely completion of projects, while a few of them (5.4%) were uncertain. Initial planning and design of every project determines the outcome of the project.

The study also found out that staff motivation through outlined human resource management practices is critical in every project. This is confirmed by the majority of the respondents at 56.8% and 43.2% who agreed to the statement that motivation of staff increases productivity, leading to project success.

On the effectiveness of the management, 51.4% of the respondents strongly agreed to the statement that effectiveness of the management affects the speed of project construction. Generally, the decisions made by the top management highly influence the operations of the project.

The data collected also showed that qualification of project staff does not necessarily affect the completion of construction projects. More than half (51.4%) of the respondents strongly

agreed that poor qualification of consultants, engineers and staff cripples project completion, 10.8% disagreed to the same statement while 13.5% were uncertain whether it has any impact or not. This could be because people believe that technical skills in construction are acquired and improved with time through experience.

Majority of the respondents at 64.9% also strongly agreed that leadership skills and county government transition after election had an effect on timely delivery of projects. This, therefore, means that leadership has an effect on the completion of construction projects. With transition, every leadership has its own way of doing things with differing priorities on service delivery.

4.6 Funding

Information was sought to answer the question on whether funding influenced the completion of construction projects. The respondents were requested to indicate the extent to which the following factors related to funding influenced completion of office construction projects; where, 5= Very Great Extent, 4= Great Extent, 3= Some Extent, 2=Low extent, 1=Very Low Extent. The results were as shown in table 4.9.

Table 4.9: Influence of Funding on Completion of Construction Projects

Statement		1	2	3	4	5	Total
Availability and Adequacy of finances	Freq.	00	00	03	16	18	37
	%	0.0	0.0	8.1	43.2	48.6	100
Accessibility of funds	Freq.	00	00	04	17	16	37
	%	0.0	0.0	10.8	45.9	43.2	100
Funding multiple projects	Freq.	00	02	14	12	09	37
	%	0.0	5.4	37.8	32.4	24.3	100
Poor budgeting and financial reporting	Freq.	00	00	06	17	14	37
	%	0.0	0.0	16.2	45.9	37.8	100

Table 4.9 shows that funding influenced completion of construction projects. For instance, 48.6% of the respondents believed that availability and adequacy of funds to a very great extent influenced completion of construction projects. On the other hand, 43.2% of the respondents were of the opinion that project completion is to a very extent influenced by accessibility of funds. For any construction project to be undertaken, finances are required for the purchase of construction materials, hiring of equipment and paying of staff among other expenses.

The study findings show that majority of the respondents agreed that funding multiple projects to a great extent influenced completion of construction projects, while a few (5.4%) felt that it had minimal effect. The general observation from some of the respondents was that there is a possibility of funding and implementing multiple construction projects concurrently and completing them on time without any delay.

Less than half of the respondents at 45.9% agreed that poor budgeting and financial reporting had an influence on project completion. Proper financial records should be kept, auditing should be done on regular basis to ensure that there is no misappropriation of project funds.

4.7 Stakeholder Involvement

The study sought to investigate the influence of stakeholder involvement on completion of construction projects. To achieve this, the respondents were asked to indicate the extent to which they agree or disagree that the following stakeholders influenced the completion of office construction projects; where, 1=Strongly Disagreed, 2=Disagreed, 3 =uncertain, 4= Agreed, 5= Strongly Agreed. The findings were as indicated in table 4.10.

Table 4.10: Influence of stakeholder involvement on Completion of Construction Projects

Statement		1	2	3	4	5	Total
Contractor Involvement in Planning	Freq.	06	05	08	14	04	37
	%	16.2	13.5	21.6	37.8	10.8	100
County Government top management involvement	Freq.	00	00	00	18	19	37
	%	0.0	0.0	0.0	48.6	51.4	100
Participation of the community in decision making	Freq.	00	04	04	13	20	37
	%	0.0	10.8	10.8	35.1	54.1	100
Role played by local politicians	Freq.	06	06	06	15	08	37
	%	16.2	16.2	16.2	40.5	21.6	100

37.8% of the respondents agreed that contractor involvement in planning is important in determining the completion of construction projects and 16.2% of them strongly disagreed on the same statement. Contractor involvement in planning and design could not be much necessary since they work under the already outlined project specifications by the client.

County government top management have great influence on completion of construction projects. For Example, 100% of the respondents agreed with the fact their involvement had an effect on project completion. In most cases, the governors, county executive committee and the chief officers determines the types of projects to be undertaken by the county government at any particular time. They are the main decision makers.

From the findings, even though the community and the local politicians played a role in project delivery, a section of the respondents felt that these stakeholders did not influence completion of construction projects. For instance, 32.4% and 10.8% of the respondents disagreed on the influence of the community and local politicians on project completion respectively. The community and the local politicians’ influence can be felt indirectly, therefore, their actions have no significant outcome on the project.

4.8 Procurement Process

In the study question, the researcher sought to establish the influence of procurement process on completion of construction projects. Respondents were asked to indicate the extent to which the following factors relating to procurement influenced the completion of office construction projects; where, 5= Very Great Extent, 4= Great Extent, 3= Some Extent, 2=Low extent, 1=Very Low Extent. The results were as shown in table 4.11.

Table 4.11: Influence of Procurement Process on Completion of Construction Projects

Statement		1	2	3	4	5	Total
Supplier evaluation criteria	Freq.	00	00	06	13	18	37
	%	0.0	0.0	16.2	35.1	48.6	100
Contractors’ experience and Subcontractors’ performance	Freq.	00	00	02	09	26	37
	%	0.0	0.0	5.4	24.3	70.3	100
Quality of procured materials and equipment	Freq.	00	02	02	21	12	37
	%	0.0	5.4	5.4	56.8	32.4	100
Procurement guidelines	Freq.	00	00	04	13	20	37
	%	0.0	0.0	10.8	35.1	54.1	100

The respondents’ opinion on the supplier evaluation criteria, table 4.11 shows that majority of the respondents constituting 48.6% indicated that supplier evaluation criteria to a very great extent influenced completion of construction projects, while 16.2% were not sure of its

influence. The method used in choosing the best supplier to work on a project would have an effect on cost and time taken for complete project delivery.

Contractors' experience and performance was considered to have an influence on project completion. The respondents at 70.3% agreed that contractors' experience and subcontractors' performance to a very great extent influenced completion of office construction projects. For quality projects to be completed in time and at an affordable cost, technical expertise on the side of contractor should be looked into. This will reduce wastages and delays associated to project delivery and performance.

Table 4.11 also shows that quality of procured materials and equipment is important. Majority of the respondents (56.8%) believed that quality of procured materials and equipment had an influence on completion of office construction projects. Quality performance calls for total quality management in terms of the type of technology used, materials acquired and equipment used in the implementation of construction projects.

With reference to procurement guidelines, all the respondents were of the opinion that they influenced project completion. 54.1% of the respondents agreed that procurement guidelines influenced completion of office construction projects to a very great extent. Procurement procedures laid down by the government to be followed in the award of public tenders. These procedures are always time consuming and affect the time taken in project delivery.

An open-ended question was posed on the respondents to state other factors that were key in influencing completion of construction projects in Baringo County. The question yielded the following results; Political goodwill, lack of well-defined project work frame, poor impact assessment procedures, rapid changes in technology, government policies and the need for capacity building of all project stakeholders.

4.9 Completion of Construction Projects

In relation to the study objectives, the study sought to establish the influence of management, funding, stakeholder involvement and procurement processes on the completion of construction projects. The respondents were requested to indicate the extent to which they agreed or disagreed that they had an influence on completion of office construction projects; where, 1= Strongly Disagreed, 2=Disagreed, 3 =Uncertain 4 =Agreed, 5=Strongly Agreed. The results obtained are as shown in table 4.12.

Table 4.12: Completion of construction projects

Statement		1	2	3	4	5	Total
1. Management	Freq.	00	00	06	13	18	37
	%	0.0	0.0	16.2	35.1	48.6	100
2. Funding	Freq.	00	00	02	09	26	37
	%	0.0	0.0	5.4	24.3	70.3	100
3. Stakeholder Involvement	Freq.	00	02	02	21	12	37
	%	0.0	5.4	5.4	56.8	32.4	100
4. Procurement Process	Freq.	00	00	04	13	20	37
	%	0.0	0.0	10.8	35.1	54.1	100

Table 4.12 shows that management, funding, stakeholder involvement and procurement process influenced the completion of office construction projects in Baringo County. In the study, 48.6% of the respondents strongly agreed that management influenced project completion while 70.3% and 54.1% strongly agreed on the influence of funding. And procurement process respectively. Few respondents (5.4%) disagreed on the influence of stakeholder involvement, majority of them at 56.8% agreed on its influence on completion of office construction projects.

CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings of the study and draws conclusions from the data collected. It also gives recommendations to any relevant body in the construction industry on what should be done for timely completion of construction projects given the constraints of time, finances and other externalities.

5.2 Summary of Findings

The main objective of this study was to establish factors influencing completion of construction projects in Government offices in Baringo County. The findings were drawn from the responses from the county government staff specifically in the ministry of public works, procurement and the accounting section. The summary of findings in relation to the four study objectives were as shown below.

5.2.1 Influence of Management

Majority of the respondents at 48.6% strongly agreed that management influenced completion of office construction projects in Baringo County. Both project management process and project management competency had an influence on project completion. From the majority of the respondents, leadership skills and transition after elections had an effect on timely completion of construction projects while effectiveness of construction management would affect the speed of construction. It was also noted that failure at the conceptual planning and design stages may lead to significant problems in timely completion of projects. Failure at the conceptual planning and design stages may lead to significant problems in timely delivery of projects. Qualifications of staff could not necessarily influence completion of projects. Few respondents (5.4%) strongly disagreed that poor qualification of Consultants, engineers and staff crippled project completion as most of them believed that it had an influence.

5.2.2 Influence of Funding

Funding influenced completion of office construction projects in Baringo County. More than half of the respondents (70.3%) viewed funding as the major influence to project completion. This has to do with the availability and adequacy of finances, accessibility of funds by the relevant authorities as well as poor budgeting and financial reporting which is seen as a hindrance to timely completion of construction projects. On average, respondents felt that

funding multiple projects had no much effect on project completion, since several projects can be carried out concurrently with no much interference with each other if the funds are availed in time.

5.2.3 Effect of Stakeholder Involvement

From the findings, stakeholder involvement had an effect on completion of office construction projects depending on the type of stakeholder and level of involvement. Direct involvement of stakeholders had high influence on project completion. Few respondents (10.8%) strongly agreed that contractor involvement in planning had an effect on project completion, while 51.4% felt that county government top management involvement had an effect on completion of construction projects. Indirect stakeholders such as local politicians had little influence on project success according to some of the respondents.

5.2.4 Influence of Procurement Process

Procurement processes influenced completion of office construction projects in Baringo County. From the data collected, 54.1% of the respondents agreed to a very great extent that procurement process adopted influenced completion of projects. This majorly involves the laid down procurement guidelines, supplier evaluation criteria adopted and the quality of procured materials and equipment used in construction. The contractors' experience and sub-contractors' performance as observed also influenced completion of construction materials to a great extent.

5.3 Discussion of Findings

The study to establish factors influencing completion of construction projects in Baringo County led the researcher to the following discussion of the findings;

5.3.1 Influence of Management

Project management process and project management competency influenced completion of construction projects. The management skills, knowledge and technical expertise are very important in the planning, design, organizing and implementation of construction projects. Failure at the conceptual planning and design stages may lead to delays in completion of construction projects. A good plan with a well-defined project's time frame will go a long way to realizing project completion. Motivation of staff increases productivity leading to project success. This is done by facilitating the project management team during project implementation, provision of incentives as well as offering them promotion. Qualification of

project personnel and smooth transition especially after every election are also factors yielding timely project performance and delivery. Mugo (2014) also asserts that the managerial system from inception should be taken into consideration; contractor engagement, proper documentation at project inception and post-contract period is of essence in any construction project.

5.3.2 Influence of funding

Funding is a major factor influencing completion of office construction projects in Baringo County. From the findings, availability and accessibility of funds enhances project delivery. It was also noted that there is need for adequate funding of projects, proper budgeting and financial reporting with early budgetary approvals and allocation of funds. This is confirmed by Nyamwange et al, (2018) in their report when they highlighted that budgeting practices such as having budget plans, budget control process and stakeholder involvement in budgeting process influences performance of construction projects. Delay in projects causes time and cost overrun and these can affect not only current projects, but future projects as well, as time constraints and adjusted deadlines affect their implementation (Gyula, 2008).

5.3.3 Effect of Stakeholder Involvement

From the study, stakeholder involvement do not adversely affect the completion of office construction projects. County government top management and the community had a major influence on the completion of the construction projects as compared to contractors and local politicians. Every stakeholder has an effect on a project either directly or indirectly, therefore, they should not be ignored at any given point however small their influence may be. Public participation before inception and implementation of any project is necessary to bring all stakeholders together for a common course. In his study, Nyamu (2015), found out that due to government regulations, the stakeholders involved in the implementation of the government funded projects cannot be avoided. The institutions should begin the necessary collaborating processes in good time to arrest the delays that may occur.

5.3.4 Influence of Procurement Process

Procurement process was found to have an influence in completion of office construction projects. Contractors' financial status, experience and performance should be checked during procurement evaluation stage before the award of any tender. Supplier evaluation criteria had a great influence on project delivery with the need for total quality management of procured

materials and equipment. The procurement process as guided by the procurement guidelines should be started at the right time since it is time consuming with payment done at the interim project stages to enable the contractors to complete the work within the stipulated contract period. The effect of procurement process on projects is a view held by Chemnjor (2015) in his study report on supplier evaluation criteria and procurement performance in parastatals in Kenya. Several challenges greatly affect the supplier evaluation criteria and performance of procurement. These include corruption in the supply chain, incompetent procurement officers, inefficiencies in procurement processes, lack of incentives, the pressure of implementing PPOA and PPDA guidelines and the cost of implementing procurement systems.

5.4 Conclusion

The main pillars of a project are cost, time, and quality. They are equally interrelated and should be accounted for at the start of a project for better performance and timely project delivery. Completion of construction projects is all about a successful implementation process. There must be a well-defined time frames, timely payment of work done, monitoring and supervision of contractual work and adoption of new technology.

The study concluded that project management process and competency influence completion of construction projects. Contract management procedures, proper planning and design and monitoring and evaluation techniques should be put into consideration. The project management team should also be motivated by equipping them with knowledge and skills to increase their productivity hence project delivery.

From the study, funding greatly influences completion of construction projects. There is need for adequate project funding, proper budgeting and financial reporting and ease of access of funds by the project team. This will not only reduce delays but also increase the team's confidence in project implementation. Funding, therefore, calls for early budgetary approvals and release of funds.

Stakeholder involvement do not adversely influence the completion of construction projects. Stakeholders are important as they directly or indirectly affect the operations of a project. The key stakeholders in the construction industry include the government ministry (Public works), contractors, consultants, engineers, the community and financial institutions. Stakeholder demands, expectations and the role they play in project implementation affect project completion in one way or another.

The study also concluded that the procurement process influences the completion of office construction projects. Supplier evaluation criteria is a major factor to be considered carefully to ensure that qualified and financially sound contractors are employed. Due to the procurement guidelines outlined by PPOA, procurement process should be started in time since it consumes a lot of time. Other factors affecting project completion include political goodwill, lack of well-defined project work frame, poor impact assessment procedures, rapid changes in technology, government policies and the level of capacity building of stakeholders.

5.5 Recommendations of the Study

The study presents recommendations which should be taken into account by the 47 county governments of Kenya and any other relevant body to ensure that quality construction projects are completed on time. They include;

- i. There is need to educate all county government staff on the procurement guidelines as stipulated by the public procurement and oversight authority (PPOA). This will increase their confidence in handling public funds by being conversant with supplier evaluation criteria and tendering processes. The procurement process is time consuming and is therefore recommended that it should be done on time to avoid any delay.
- ii. The study found out that funding majorly influence completion of construction projects. It's therefore recommended that public funds should be released on time, it should be accessible by the project team and adequate for complete project implementation.
- iii. Every project attracts substantial number of stakeholders either directly or indirectly. To avoid conflicts of interest, it is recommended that all stakeholders are trained on the extent of involving themselves in the project without interfering with its operation. Holding a workshop to consult and sensitize the community on the projects to be undertaken in their area can help a great deal.
- iv. Due to the constant changes in every work environment, the project team should always be enlightened on such changes as technology among others. There is also a need to develop a proper transition procedure of county governments' top executive leadership after every election to prevent delay gaps in project implementation.

5.6 Suggestions for Further Studies

The study looked into factors influencing completion of construction projects in government offices in Kenya specifically in Baringo County. The study therefore, recommends the following areas for further research;

- i. Factors influencing completion of construction projects in the private sector in Kenya
- ii. Factors influencing completion of construction projects in other county governments apart from Baringo county

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APPENDICES

Appendix 1: Introductory Letter

Dear Respondent,

RE: REQUEST TO RESPOND TO THE STUDY QUESTIONNAIRE

I am a student at the University of Nairobi pursuing a Master Degree in Project Planning and Management. As part of the course requirement, I am required to carry out a research on **Factors Influencing completion of Construction Projects in Government Offices in Baringo County**. I therefore humbly request for your assistance in responding to the questions attached herewith. The information given will be treated with confidentiality and will only be used for educational purposes.

Looking forward for your response and cooperation.

Yours faithfully,

Chemosbei Dorcas Rambaei

Appendix 2: Questionnaire for the County Staff

This questionnaire seeks to investigate the Factors influencing completion of construction projects in Kenya, a Case of Government Offices, Baringo County. This is requirement for the award of the Master Of Arts Degree in Project Planning and Management in the University Of Nairobi.

Please tick (✓) the box that matches your answer or fill the space provided.

Date:

Part A: Background Information

1. What is your gender?

(a) Male []

(b) Female []

2. How old are you?

Less than 30 years []

31 – 40 years []

41 – 50 years []

Above 50 years []

3. Which is your highest level of education?

Post Graduate []

Undergraduate []

Diploma []

Certificate []

Any Other (Specify).....

4. Which department are you working in?

Procurement Section []

Accounting Section []

Public Works []

Any Other (Specify).....

Part B: Project Implementation

5. Using the Likert 1-5 scale, to what extent do you agree or disagree that the following factors influence implementation and completion of office construction projects in Baringo County? Please tick (✓) appropriately, where **1=Strongly Disagree, 2=Disagree, 3 =uncertain, 4 =Agree, 5= Strongly Agree.**

Statement	1	2	3	4	5
Completion of construction projects is all about a successful implementation process					
Cost, quality and time are key indicators of project performance					
Delay in payment of contractors leads to time overruns, hence, project completion taking longer than expected					

6. What advice can you offer on implementation to enhance successful completion of construction projects in Baringo County?

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

Part C: Management

7. To what extent do project management process influence completion of office construction projects in Baringo County?

1. No Extent [] 2. Low Extent [] 3. Some Extent []
4. Great Extent [] 5. Very Great Extent []

8. To what extent do project management competency influence completion of office construction projects in Baringo County?

1. No Extent [] 2. Low Extent [] 3. Some Extent []
4. Great Extent [] 5. Very Great Extent []

9. Indicate the extent to which you agree or disagree that the following management aspects influence completion of office construction projects in Baringo County. Please tick (√) appropriately, where **1=Strongly Disagree, 2=Disagree, 3 =uncertain, 4 =Agree, 5= Strongly Agree.**

Statement	1	2	3	4	5
Failure at the conceptual planning and design stages may lead to significant problems in timely completion of the projects					
Motivation of staff increases productivity leading to project success					
Effectiveness of construction management will affect					

the speed of construction					
Poor qualification of Consultants, engineers and staff cripples project completion					
Leadership skills and county transition after election has an effect on timely delivery of projects					

Part D: Funding

10. To what extent do the following aspects of funding influence completion of office construction projects in Baringo County? Please tick (√) appropriately, where, **5= Very Great Extent, 4= Great Extent, 3= Some Extent, 2=Low extent, 1=Very Low Extent**

Statement	1	2	3	4	5
Availability & Adequacy of finances					
Accessibility of funds					
Funding multiple projects					
Poor budgeting and financial reporting					

Part E: Stakeholder Involvement

11. In your own opinion indicate how you agree or disagree that the following stakeholders influence the completion of office construction projects in Baringo County. Please tick (√) appropriately, where, **1=Strongly Disagree, 2=Disagree, 3 =uncertain, 4= Agree, 5= Strongly Agree**

Statement	1	2	3	4	5
Contractor involvement in planning					
County Government top management involvement					
Participation of the community in decision making					
Role played by local politicians					

Part F: Procurement Process

12. To what extent do the following aspects of procurement influence completion of office construction projects in Baringo County? Please tick (√) appropriately, where, **5= Very Great Extent, 4= Great Extent, 3= Some Extent, 2=Low extent, 1=Very Low Extent**

Statement	1	2	3	4	5
Supplier evaluation criteria					
Contractors' experience & Subcontractors' performance					
Quality of procured materials and Equipment					
Procurement guidelines					

13. Based on your experience and to the best of your knowledge, which other factors are key in influencing completion of construction projects in Baringo County?

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.....

Part G: Completion of Construction Projects

14. To what extent do you agree or disagree that the following factors influence the completion of office construction projects in Baringo County? Please tick (√) appropriately, where, **1= Strongly Disagree, 2=Disagree, 3 =Uncertain 4 =Agree 5=Strongly Agree**

Factors	1	2	3	4	5
1. Management					
2. Funding					
3. Stakeholder involvement					
4. Procurement Process					

The End.