FACTORS INFLUENCING COMPLETION OF COMMUNITY-INITIATED PROJECTS: THE CASE OF ELDORET TOWN, UASIN GISHU COUNTY, KENYA

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Research report submitted in partial fulfillment of the requirement for the award of the Degree of Master of Arts in Project Planning and Management

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DECLARATION

This project report is my original work and has never been submitted for the degree or any other award in any other university or institution.

……. ……

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L50/73410/2014

This project report has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This project report is dedicated to my dear parents Arogo Matundura and Grace Arogo whose love, sacrifice and commitment towards giving each and every one of us an education remains unrivalled.

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TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS AND ACRONYMS

BS	British Standards
KPMG	Kenya Project Management Group
USA	United States of America

ABSTRACT

Completion of community projects, has until recently, been an issue of serious concern both to the communities and contractors. The main reasons and causes of project or task failure are embodied in four key dimensions of the task, namely-time, cost, quality and content. This study therefore aimed to assess the factors influencing completion of community- initiated projects; the case of Eldoret, Uasin Gishu County. It specifically sought to determine how economic factors influence completion of community-initiated projects; determine how management factors influence completion of community-initiated projects; establish the political factors influencing completion of community-initiated projects; and determine the influence of project characteristic related factors in the completion of community- initiated projects in Eldoret Town. The study was based on the theory of constraints and the four stages theory. Descriptive survey design was the research design and the study targeted 670 respondents including 70 contractors, 400 members of the community and 200 people who worked as casual labourers within the community projects. Stratified random sampling technique was used to categorize the contractors from the community and the workers then simple random sampling was then used to select 200 of the contractors, community and workers. Questionnaires were used to collect data. To test the reliability of the instruments test retest method was used while validity of the instruments was measured by experts at Nairobi University reviewing the instruments. Data was analyzed using descriptive, correlation and regression analysis then presented in tables. The findings of the study were: Economic factors(β=.393, t=5.968, $p<0.000$), management factors(β=.193, t=2.593, $p<0.004$), political factors, (β=.324, t=4.383, $p<0.000$), and project related factors, (β=.352, t=5.129, $p<0.000$), had a significant influence on completion of community based projects in Eldoret town, Kenya. The study therefore recommends: the community based project stakeholders and managers should introduce strategic cost mobilization plans to help them acquire the much needed funds to complete projects. They should also engage in prudent management of funds for the managers and effective overseeing for the community so as to curb any embezzlement or misuse of funds. The community based project stakeholders and managers should create a policy that spells out clearly political engagement so as to curb untoward political interruptions. Finally the community based project stakeholders and managers should mechanize all projects by introducing and using new technology. They should also find better ways to complete stalled projects. The study recommends further research to be carried on other factors influencing completion of community-initiated projects the case of Eldoret town, Uasin Gishu County like use of technology and infrastructural policy in a devolved system of government. Further research should be done on government initiated projects to find out whether similar results would be obtained.

CHAPTER ONE

INTRODUCTION

1.1 Background to Study

Project management as a management discipline emphasizes decision-making and operationalizing of strategies to bring about projects' success. Projects are complex and involve a large number of parties in execution. The demand for major projects has never been greater, and largely driven by an increasing global population, aging infrastructure, increasing urbanization, and continued development of emerging markets (KPMG, 2012). With demand come the challenges for owners, contractors, and other stakeholders to successfully deliver the much-needed infrastructure projects (Taleb, 2009). According to KPMG (2009), the reality of the situation is that similar to world markets, capital projects have become increasingly complex and challenging. What has worked in the past is no longer good enough today and will definitely not be good enough in the future.

Chan, Suhaiza, and Yudi (2008) assert that increasingly these days, organizations are project-based, meaning that the work they do is split into programs of projects designed to deliver the organization's strategies and add value. Good management of projects is essential, if the organization is going to succeed. Equally important is ensuring that the right projects are carried out. Matta and Ashkenas (2005), further argue that if the series of teams working along parallel tracks fail to anticipate everything that might fall through the cracks, those tracks will not converge successfully at the end to reach the goal and hence leading to project failure.

The period taken in executing construction projects is increasingly becoming an issue of major concern among stakeholders. This causes stress in the construction projects due to issues such as accumulated rate of interests by commercial banks, cost overrun, inflation, clients'(sponsor) pressures and the possibility of disputes and claims leading to litigations or arbitrations (Osazuwad, 2010). According to Smith (2011), large construction projects are inherently complex and the dynamics for their implementation involves proper planning, identifying and conveying clients, and assessing actual needs and requirements accurately to the project team. Briefing is critical to the successful completion and delivery of Construction projects, as there are many limitations, inhibiting effectiveness of such undertakings, resulting in frequent and severe project delays. Such factors affect construction projects (Owuor and Ruth, 2013). The impact of delays is that, funds committed on projects does not complete the implemented projects and subsequently results in high cost and time overrun.

In Palestine, results indicate that the average delay because of closures leading to materials shortage was the most important performance factor that impedes project completion. Others being escalation of material prices, availability of resources as planned through project duration, average delay because of closures leading to materials shortage, availability of personnel with a high experience and qualifications, quality of equipment and raw materials in project, and leadership skills for project managers, www.thefreelibrary.com (2009).

Nigerian construction industry is also faced with the problem of project delays and completion rate. Ogunsemi and Jagboro (2006) noted that one of the most serious

problems the Nigeria construction industry is faced with is the project cost overrun, with attendant consequence of completing projects at sums higher than the initial sum. Political insurgency also affects project implementation negatively, as well as the absorptive capacity as is the case of construction projects in some selected districts of Uganda. Closure of special account, stalled procurements and expiry of special commitments, totally disrupted Project activities between March and July 1999, www.thefreelibrary.com (2003).

According to Jonathan (2011) the most important cause of delays in the construction sector in Kenya, is financing by the contractor during the project, changes in designs by the owner or his agent during the construction, delays in contractor's payment and non-utilization of professional construction management.

In Eldoret which is located in Uasin Gishu County, Kenya, the few projects initiated by the communities have either stalled or failed due to factors ranging from poor funding to lack of goodwill by the government among other dilemmas (Jonathan, 2011). A preliminary informal review by the researcher on the projects undertaken by the communities in Uasin Gishu County found out that the projects were not completed on schedule while others were abandoned before completion because of many problems and complex issues of performance such as cost, time, poor planning and safety (Khatak, 2009). This, among many other factors prompted the researcher to conduct this study, evaluating the factors influencing completion of community initiated projects; the case of Eldoret town, Uasin Gishu County.

1.2 Problem Statement

Completion of community projects, has until recently, been an issue of serious concern both to the communities and contractors. Standish Group Report (2007) noted that mega projects fail at a higher rate than small or medium sized projects. According to Khatak (2009), the main reasons and causes of project or task failure are embodied in four key dimensions of the task, namely-time, cost, quality and content. The end users and stakeholders of a project also play a fundamentally important role towards success or failure. Lock (2007), asserts that consequences of failure of projects can be multi-dimensional, having far reaching effects on individuals, communities and organizations. In more visible terms, time and cost overruns are common features of failure of projects, resulting in delay of service or product delivery. Kappelman *et al*., (2006) says that the high rate of failed or incomplete or abandoned projects negatively impacts government or organizational performance, as they lose millions of money.

In developing countries like Kenya, projects are the life-line of community plans or programs. Failure of projects irrespective of the sector, whether public or private contribute to irreparable loss to community and to the economy as whole. Delays and non-completion of projects from initial cost plan has been prevalent. However, little or no efforts have been made to curtail the phenomenon. It is against this background that this research attempted to study the factors influencing completion of community initiated projects: the case of Eldoret Town, Uasin Gishu County.

1.3 Purpose of the Study

The purpose of this study was to assess the factors influencing completion of community-initiated projects; the case of Eldoret, Uasin Gishu County.

1.4 Objectives of the Study

The study was guided by the following objectives:

1. To determine how economic factors influence completion of community-initiated projects in Eldoret Town.
2. To determine how management factors influence completion of community-initiated projects in Eldoret Town
3. To establish the political factors influencing completion of community-initiated projects in Eldoret Town
4. To determine the influence of project characteristic related factors in the completion of community- initiated projects in Eldoret Town

1.5 Research Questions

This study sought to answer the following research questions:

1. Has economic factors influenced completion of community-initiated projects in Eldoret Town?
2. Has management factors influenced completion of community-initiated projects in Eldoret Town?

3. What are the political factors influencing completion of community-initiated projects in Eldoret Town?

4. Has project characteristic related factors influenced completion of community-initiated projects in Eldoret Town?

1.6 Significance of the Study

Projects are undertaken to fulfill predetermined objectives. If the projects are not completed, then the objectives shall not have been met and resources shall have been wasted. The significance of this study was therefore to raise awareness of the importance of completing projects once they have been started. Secondly, the outcome of making sure projects are completed is that delaying their completion has the implication of added cost to the community who initiated them. Emphasizing the completion of projects is part of the development agenda since when one set of project is completed, the focus is turned to other projects. This is development and it is this development that makes the study to be significant. From the study findings policies can be formulated to facilitate and regulate ongoing projects. The findings will avail through its findings body of knowledge which would be used by other researchers.

1.7 Limitations of the Study

The study was limited by unavailability of documented information about construction projects in the County. There was also unwillingness by County Government officials to give information due to fear that they would be giving out information without authority, but this was overcome by the researcher by explaining the purpose for which the study

was being undertaken. To break secrecy and/or lack of openness due to the confidentiality and secrecy policy in most government institutions that restricted some of the respondents from releasing vital information, the researcher re-assured the respondent of confidentiality and that the information collected thereof was purely for academic reasons. There was also a language barrier and the researcher had to use interpreters to enable some respondents understand the questions.

1.8 Delimitation of the study

The confidentiality and secrecy policy in some institutions restricted some of the respondents from releasing vital information and were dealt with by the researcher by re-assuring the respondents that the information was confidential and that it was purely for academic reasons.

1.9 Assumptions of the study

The respondents co-operated and provided accurate information when responding to the research questions. The sample size chosen was adequate to enable the researcher to draw a valid conclusion about the population.

1.10 Definition of Terms

Activities Refers to Smallest units of work having four characteristics: definite duration, logic relationships with other activities in the project and resource

Community Project: A community activity with a starting date, specific goals and conditions, defined responsibilities, a budget, planning, a fixed end date and multiple parties involved. (Meyer, 2006)

Economic factors: changes such as costs and prices of goods, interest rates, wage rates, exchange rates that have an impact on completion of a project.

Management factors: organization and coordination of activities of a project in order to lead to completion of a given project

Political factors: Are activities related to government policy and its administrative practices that can have an effect on the completion of a given project.

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

Project management: Understanding the needs of stakeholders, Planning what needs to be done, when, by whom, and to what standards, Building and motivating the team, Coordinating the work of different people,

Monitoring work being done, Managing any changes to the plan, and Delivering successful results. (Krahn & Hartman, 2004)

Project Completion: The last step in a grant or contract's life cycle whether cost reimbursable or fixed price is project closeout. (Turner & Müller, 2005)

Project characteristic related factors: Are related to the inherent nature of the project like type and size.

1.11 Organization of the Study

Chapter one provides a background on community-initiated projects, statement of the problem, research objectives and research questions that the study looked forward to answering, purpose of the study, and significance of the study, limitation, delimitations and scope of the study. Chapter Two outlines the various schools of thought on factors that influence completion of community-initiated projects. Chapter three outlines the research design and methodology used for the purpose of completing the study.

It also describes in detail, research design, target population, sample, sampling procedure and data collection instruments. Chapter four contains data analysis, presentation and interpretation while chapter five provides a summary of findings, discussion, conclusions and recommendations. This is followed by references and appendices sections.

1.12 Operationalization of Variables

Objectives	variables	indicators	Measures	Measuring scale	Type of analysis	Tool of analysis
To determine how economic factors influences completion of community initiated projects in Eldoret Town.	Independent	Labour costs Interest rates Inflation	Provision of projects materials	Nominal, ordinal, interval and ratio Scales	Descriptive analysis	Mean Percent
To establish how management factors influences completion of community initiated projects in Eldoret Town	Independent	Project plans and schedules Communication and cordination Controlling	Management skills	Nominal, ordinal, interval and ratio Scales	Descriptive analysis	Mean Percent
To establish the political factors influencing completion of community initiated projects in Eldoret Town	Independent	Political interests	Political interference	Nominal, ordinal, interval and ratio Scales	Descriptive analysis	Mean Percent
To determine the influence of project characteristic related factors on completion of community initiated projects in Eldoret Town	Independent	Type of project Size of project Complexity of the project	Ongoing projects	Nominal, ordinal, interval and ratio Scales	Descriptive analysis	Mean Percent

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter outlines the various schools of thought on factors influencing completion of community-initiated projects. Secondly, it highlights the literature related to cost, knowledge and diversification of community projects. The chapter also analyzes literature related to other aspects influencing community projects.

2.2 Economic factors and Completion of Community-Initiated Projects

According to (Kent, 2007), providing financial resources to finance a need, program, or project is termed as funding. Cater (2003) affirms in general that funding is used when a firm fills the need for cash from its own internal reserves, and the term 'financing' is used when the need is filled from external or borrowed money. For NGO, the monetary resources provided for by external sources are termed as funds.

Lack of funds is often the most critical challenge that a successful NGO faces. Often times these challenges becomes quickly a vicious circle. Without very diligent cash flow management raising of more funds the running of an NGO is affected greatly. (Copper, 2007), this trickles down to the running of the projects. Large NGOs may have annual budgets in the hundreds of millions or billions of dollars. For instance, the budget of the Care Kenya is over US$100000 in 2009 (Juan, 2008). Funding such large budget demands significant fundraising efforts on the part of most programs, and many organizations have problems with fund raising for their own funds (Juan, 2008).

Chan *et al*, (2008) hold that the most important cause of delays in the construction sector is financing by the contractor during the project, changes in designs by the owner or his agent during the construction, delays in contractor's payment and non-utilization of professional construction management. In 2009, Ravindra argued that investment in a constructed facility represents a cost in the short term that returns benefits only over the long term use of the facility. Thus, costs occur earlier than the benefits, and owners of facilities must obtain the capital resources to finance the costs of construction (Pilcher, 1992). A project cannot proceed without adequate financing, and the cost of providing adequate financing can be quite large Dissanayaka and Kumaran, (1999). For these reasons, attention to project finance is an important aspect of project management. Finance is also a concern to the other organizations involved in a project such as the general contractor and material suppliers Kerzner (1998). Unless an owner immediately and completely covers the costs incurred by each participant, these organizations face financing problems of their own Odusami and Olusanya, (2000).

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

Ochieng and Tubey, (2013) observe that at a more general level, project finance is only one aspect of the general problem of corporate finance. If numerous projects are considered and financed together, then the net cash flow requirements constitute the corporate financing problem for capital investment. Ashworth, (1994) postulates that whether project finance is performed at the project or at the corporate level does not alter the basic financing problem. In essence, the project finance problem is to obtain funds to bridge the time between making expenditures and obtaining revenues Kerzner, (1998). Based on the conceptual plan, the cost estimate and the construction plan, the cash flow of costs and receipts for a project can be estimated. Normally, this cash flow will involve expenditures in early periods (Mbachu and Olaoye, 1999). Covering this negative cash balance in the most beneficial or cost effective fashion is the project finance problem. During planning and design, expenditures of the owner are modest, whereas substantial costs are incurred during construction (Harris and MacCaffer, 2005). Only after the facility is complete do revenues begin. In contrast, a contractor would receive periodic payments from the owner as construction proceeds. However, a contractor also may have a negative cash balance due to delays in payment and retain age of profits or cost reimbursements on the part of the owner (Bathurst and Butler, 1980).

Financial difficulties faced by the contractor (Frimpong *et al*. 2003; Sweis *et al*. 2008; Toor & Ogunlana 2008), financial difficulties faced by the owner (Sweis *et al*. 2008), and delays in interim payments (Dissanayaka & Kumaraswamy 1999) are all interrelated. Financial difficulties faced by the contractor might be due to delay of payments by the

owner (Sweis *et al*. 2008; Toor & Ogunlana 2008). Like the domino effect, it might result in delay in contractor‟s payments to subcontractors (Frimpong *et al*. 2003; Sweis *et al*. 2008). Delay in interim payments might also be due to inappropriate payment modality, i.e. pricing mechanisms (e.g. whether „lump sum fixed price or remeasure‟) and the timing of payments for completed work (Dissanayaka & Kumaraswamy 1999). When a contractor abandons due to delay in payment, it may incur additional time and cost, and lead to abandonment of project.

There is a consensus that economic crisis or financial crisis is one of the causes of abandoned construction projects (eg. Carrero *et al*. 2009; Fernandez 2009; Lim 2009; Ng 2009a; RC 2010). Other unfavourable economic conditions that may lead to the problem include 1) the rise of the prices of raw material such as steel and cement in 2008 (Cheah 2008), 2) "selfish" financial system, i.e. one that "lends an umbrella on a fine day and takes it away when it rains" (Chen 2007), 3) higher interest charge that discourages potential home buyers to buy residential properties and reduces the profitability of a project (Ibrahim 2006), and 4) competition of new residential projects (Ibrahim 2006)

2.3 Management factors and Completion of Community-Initiated Projects

Research has identified that people-management drives project success more than technical issues do (Scott-Young & Samson, 2004). Despite this finding, there exists only a small body of research that examines the so-called soft project management, the people side of project management (Kloppenborg & Opfer, 2002).

According to Okungu (2008), 70% of the constituencies have reported mismanagement, theft, fraud and misappropriation and that Constituency Development Funds (CDF) issues are of political nature. Ongoya and Lumallas, (2005) were of the view that, CDF has the potential of being used by politicians to build their reputation in their constituencies and mobilize political support. The fund has no specific development agenda; hence, it stands out as a political tool (Gikonyo, 2008). According to the Electoral Commission of Kenya, 60% of Members of Parliament (M.P.s) who had billions of CDF money unspent in the CDF bank accounts, had incomplete projects and poor projects did not retain their seats, which is a kind of a warning to M.Ps to manage the fund well, or face the wrath of the electorate in 2012 (Radoli, 2008). Wamugo (2007) further points out that the success of the fund is pegged on the character and the commitment of the area Member of Parliament to use the fund for general development in his constituency. Thus, MPs' performance can be judged based on their success or failure in administering the fund.

Project managers don't usually have any influence over who their project sponsor is. Sponsors either self-select, or they're chosen because of their position in the organization. However, you often have more influence over who is in your steering group. As such, if you know that your project sponsor lacks passion for the project, or if the sponsor doesn't like to say no to people who keep trying to expand the project scope, then the manager makes sure he balances this with tougher or more engaged steering group members to ensure the project objective is met (Bunnet, 2009). Governance refers to the leadership and direction of the group. Leadership involves articulation and maintaining the group's vision and mission which is shared by all the group members in all aspect of the

organization activities. This is achieved when the group members work together with the management to articulate for the success of the project (Burnet, 2001).

Management systems refer to the mechanism used to co-ordinate activities and facilitate process within the organization. These systems include organization structure and culture, planning, personnel, administrative procedures, risk management, conflict management and reporting. Management is a process of achieving an organizational goal through coordinated performance of 5 specific function planning, organization, staffing, directing and controlling; this meets the governance threshold which influences the outcome of a project (Schwartz, 2002).

Lack of management skills is a problem that is very difficult to deal with in most organization as the size of the senior management team is necessarily limited. These areas of weakness could be in finance, human resources, marketing etc. Any area where the current management does not have the expertise or the time to deal with the issues will always bring a problem. The solution is to determine what those areas of weakness are and then to develop a plan for dealing with those challenges hence affirming good governance. Good governance transits to high chances of project success and bad high chances of it failing (Schwartz, 2002).

Accountability is the responsibility for the use of resources, decision and or the results of the discharge of authority and official duties, including delegated to a subordinate unit or individual. In regards to projects that are managed by project managers, the role of the managers is to provide evidence to stakeholders that a project is effective and in conformity with planned results, legal and fiscal requirements. In organizations that

promote learning, accountability may also be measured by the extent to which managers use monitoring and evaluation tools and findings. Accountability will therefore send a picture to stakeholders that the project is either performing or not and this will influences the project either positively or negatively (Kent, 2007)

The successful project manager should have the following skills and competencies: flexibility and adaptability, preference for significant initiative and leadership, aggressiveness, confidence, persuasiveness, verbal fluency, ambition, activity, forcefulness, effectiveness as a communicator and integrator, broad scope of personal interests, poise, enthusiasm, imagination, spontaneity, able to balance technical solutions with time, cost, and human factors, well organized and disciplined, a generalist rather than a specialist, able and willing to devote most of his or her time to planning and controlling, able to identify problems, willing to make decisions, able to maintain a proper balance in use of time… (Archibald, 1976).

Turner & Müller (2004, 2005) have been studying the impact of project leader and his or her leadership style on project success. The research is still in progress. In the words of Turner & Müller (2005), "the literature on project success factors has largely ignored the impact of the project manager, and his or her leadership style and competence, on project success. This may be because most of the studies asked project managers their opinion and the respondents have not given due consideration to their own impact on project success. Or, it may be because the studies have not measured the impact of the project manager and, thus, not recorded it. Or, it may be because the project manager has no impact. However, that last conclusion is in direct contrast to the general management

literature, which postulates that the leadership style and competence of the manager has a direct and measurable impact on the performance of the organization or business. Thus, the authors have been commissioned by the Project Management Institute to study whether the leadership style and competence of the project manager is a success factor on projects and whether different styles are appropriate on different types of projects."

Almost everyone is familiar with projects perceived as successful by those involved in their implementation, while the very same projects have been poorly received by customers (Pinto & Slevin 1988). There are other projects that consumed excessive resources and were considered internal failures, but were later hailed as successful by their customers and become a source of revenue for the company for many years (De Wit, 1986). The combination of a changing organizational environment and changing project characteristics make the role of the project leader difficult (Krahn & Hartman, 2004). Within this environment, a competent project manager is frequently regarded as having a significant impact on overall project success (Ammeter & Dukerich, 2002; Smith, 1999; Sutcliffe, 1999) as well as being critical to other project elements, such as the success of the project team, including team members' motivation and creativity (Rickards, 2001). This strong link with success ensures that project manager competencies are of particular interest.

2.3.1 Project planning and scheduling

In Oxford Dictionaries (Oxford Dictionaries 2010b), a plan is: "1) a detailed proposal for doing or achieving something, 2) an intension or decision about what one is going to do .

arrangements for in advance, 2) design or make a plan of (something to be made or built)".

According to Griffith and Watson (2004), planning is coupled with programming. Planning is defined as the process of determining, analysing, devising and organizing the resources required for a construction project, while programming is defined as sequencing of those resources. Accurate short-term planning is key to maintaining progress and control. Inappropriate project planning and scheduling (Frimpong *et al*. 2003; Sweis *et al*. 2008) can result in high frequency of schedule adjustments (Dissanayaka & Kumaraswamy 1999).

Construction industry has a very poor reputation in coping with delays. Delay analysis is either ignored or done subjectively by simply adding a contingency. As a result, many major projects fail to meet schedule deadlines (Al-Momani, 2000). The duration of construction projects is increasingly becoming an issue of concern among the stakeholders in the construction industry. This is because of the increasing rates of interests, commercial pressure, inflation and the potential of a construction project to result in disputed and claims leading to litigation or arbitration El Razek, Basssioni and Mobarak, (2008).

On the other hand, Amusan, (2009)discovered that inadequate planning, contractors project inexperience, inflation, incessant and variation order, change in project design, project complexity, shortening of contract period and fraudulent practices are factors that results in cost overrun on construction sites.

Plans considered by owners for facility financing typically have both long and short term aspects (Ashworth, 1994). Many of these financing options involve the participation of third parties such as banks or bond underwriters. For private facilities such as office buildings, it is customary to have completely different financing arrangements during the construction period and during the period of facility use. On the other hand, the options for borrowing by contractors to bridge their expenditures and receipts during construction are relatively limited

El Razek, *et al* (2008). Construction projects are graded very successful if the work is completed within budget and to the deadlines agreed in the specification. However, the sad truth is that not all projects are guilty of being successful Barnes, (2012).

Ferry, Brandon, and Ferry, (1998) argue that many projects experience failure due to the uncertainties associated with construction projects which include weather, materials, equipment, money and profitability, disagreements between clients, contractors and sub-contractors, statutory regulations, economic and political issues and functionality and purpose. To prevent these failures from constantly occurring, the types of failures need to be addressed so future construction projects do not fall into the same category of 'unsuccessful construction projects'. It is clear that some of these failures occur regardless of careful planning due to uncontrollable conditions such as climate change, recession, delayed deliveries etc. Therefore addressing the controllable issues, contractors can incorporate these problems into their specification.

2.3.2 Communication and coordination

Communication system is critical towards the success of a project. A successful project manager is to ensure that design and other production information are appropriately and effectively communicated to members of the project team (Cheng *et al*. 2005). A good communication system will ensure that information be carried around and exchanged among all project participants (Fryer 2004). Communication of information also involves the recording of information into explicit forms to facilitate communication across dimensions of space and time. ICT technologies adopted by a firm can be considered tangible communication systems. The level of implementation of ICT technologies can be measured by looking at how much a firm has adopted ICT technologies.

In construction, communication and coordination are closely related. Successful coordination often entails good communication. Problems of communication and coordination consists of three aspects, i.e. The lack of communication among project team member (Toor & Ogunlana 2008), ineffective communication among project team members (Dissanayaka & Kumaraswamy 1999), and slow response to communication among project team members (Dissanayaka & Kumaraswamy 1999; Sweis *et al*. 2008; Toor & Ogunlana 2008). Examples of the lack of communication among project team members include the lack of contractor‟s request for information or the response to it (Dissanayaka & Kumaraswamy 1999), the lack of coordination between contractor and design team (Elinwa & Joshua 2001) and the lack of consultation with client (Toor & Ogunlana 2008), etc. Examples of ineffective communication among project team members include inadequacy of contractor‟s progress reports to clients or consultants

(Dissanayaka & Kumaraswamy 1999; Sweis *et al*. 2008) and the lack of use of information technology (Toor & Ogunlana 2008). Examples of slow response to communication among project team members include contractor‟s slow response to instruction , slow decision making from owner or client (Dissanayaka & Kumaraswamy 1999; Sweis *et al*. 2008; Toor & Ogunlana 2008), and slow response by the consultant engineer regarding testing and inspection and to contractor‟s inquiries (Sweis *et al*. 2008).

2.3.3 Project Control

According to Fryer (2004), controlling involves comparing performance/feedback on costs, progress and the quality of materials and workmanship with plan. A cost control system should enable a manager to observe current cost levels, compare them with a standard plan or norm, and institute corrective action to keep cost within acceptable bounds (Harris *et al*. 2006). Progress control involves progress monitoring, charting, evaluation and review at appropriate and regular meetings (Griffith & Watson 2004). Project control problems such as problems of time and cost control might cause delay and cost overrun (Frimpong *et al*. 2003).

Quality control is a process of inspecting and confirming that the finished installation or work has indeed met the design specifications enumerated in the contract documents (Lambeck & Eschemuller 2009). The causes of human errors which affect the quality of construction are failures in communications, errors caused by concurrency of several phases of a project, errors caused by changes, failures in checking, supervision and control, time pressures and lack of proper education and training (Atkinson 1998). Also,

project managers need to be vigilant of the temptations of bribery by subcontractors so as not to lose control of the quality of the construction work (Chiang 2008). Poor quality control may lead to delay (Toor & Ogunlana 2008).

2.3.4 Safety Management on Site

Poor safety management on site (Sweis *et al*. 2008) might cause serious disruption to a construction project. According to Griffith and Watson (2004), principal contracting organizations need to ensure that health and safety aspects of a construction project are clearly recognized, risk-assessed, planned, organized, controlled, monitored, recorded, audited and reviewed in a systematic and robust way. One way to achieve this is to implement a health and safety management system. Apart from site safety officers, project managers also play an important role in instilling the right safety work culture (Chiang 2008).

2.4 Political Factors and Completion of Community-Initiated Projects

Society and political class are two important forces that cannot be ignored so easily for any project to reach its complete maturity stage. Jameel, (2009) asserts that while increased community participation has been advocated as a way to improve the quality of public projects and services, evidence from randomized evaluations provides very mixed results about its effectiveness. While it is clear that the details and context matter for this type of program, some common themes about what works are beginning to emerge. Programs where the community had more direct control over service providers tended to work better. Community involvement is more effective when people are given specific tasks and training. On the other hand, Olusegun and Alabi, (2011) argue that causes of

project abandonment are as a results of inadequate planning, inadequate financing, inflation, bankruptcy of contractor and variation of project scope and political factors among others. These cause disappointment of the populace or proposed users, lowering standards, wastage of resources, and reduction in employment opportunities and difficulties in attracting foreign loans.

Chan *et al*. (2004) confirm the fact that the political environment affects the construction of a project. Fortune and White (2005) in their review of sets of critical success factors in sixty three publications listed political stability as one of the twenty-seven critical success factors. Wiguna and Scott (2006) assert that changes in government actions are a major external risk factor militating against the success of projects.

2.5 Project characteristic related factors and Completion of Community-Initiated Programs

Project characteristic related factors are related to the inherent nature of a project e.g type, size, complexity etc. Every project is unique, so are its characteristics.

2.5.1 Type of Project

There are many types of project in the construction industry. They are built on the needs of the world's inhabitants to provide shelter, conquer distances, harness energy, create public spaces, protect from natural disasters and build historical monuments(Gould 2005). Typical examples are buildings, highways, drainages, bridges, city sidewalks, dams, tunnels, marinas, harbours, structures in deep open sea, thermal power plants, petroleum refineries, mining developments, rapid transit systems and water plants (Barrie & Paulson 1992: Gould & Joyce 2003).

2.5.2 Size of the Project

The size of a project will determine a project's cost. However, the absolute cost of the project will also depend on the location of the project. Although the size and complexity of a project are related in the way that most complex projects are big in size and vice versa, there are projects that are small and yet relatively more complex. For example, a hospital block is more complex than a school complex because of extra electrical services and internal fittings; constructing a building in the middle of a city is more complex than constructing a building in a non- urban area because of the need to control noise pollution and accommodate traffic and smaller working space (Gould 2005).

2.5.3 Complexity of the Project

The higher the complexity of a project, the higher are its risk and its requirement for higher skilled labour. The higher its requirement for higher skilled labour, the higher is the cost of the project. Complexity of project may also be discussed in terms of the level of technology required. From a client's perspective, the knowledge of the consequences of these factors might enable the client to weigh the risks of different design alternatives before selecting a final design. From a constructor's perspective, this would enable the constructor to be more proactive in dealing with projects of different risks.

Sometimes, the inherent nature of a project can be inevitable, which leads to difficulty of design and construction. For example, the need to construct on hill slopes at the eastern side of Kuala Lumpur, or the need to adopt innovative and new technology (Dissanayaka & Kumaraswamy 1999), just like the SMART Tunnel of Kuala Lumpur to solve its flood problems. Other than the inherent nature of the project, the difficulty of design and

construction factor can also be due to incompetent designers who produce designs that are impractical and lack in standardization, therefore difficult to construct, or, over-designing and therefore increasing the overall cost (Toor & Ogunlana 2008). Difficult design, be it the result of the project's inherent need or due to incompetent designers, can cause delays in the approval process (Dissanayaka & Kumaraswamy 1999).

All in all, the type, size, location and level of technology required determine the complexity of a project. Higher complexity raises the difficulty of design and construction thus risking delays, besides incurring a higher cost. These may lead to abandonment of projects.

2.6 Theoretical framework

2.6.1 Theory of constraints

An organization facing financial hardships, poor performance and chronic conflicts requires management attention. Goldratt (1983) developed the theory of constraints in the early 1980's to help organizations decide what to change, identify a desirable new condition and how to trigger change. He recommended first identifying the main factor causing problems in a company. He then suggested that managers figure out how to handle this constraint or barrier to success. Goldratt theorized that by focusing on fixing the main problem, overall performance could be improved. He recommended that managers repeat this process until operations improved. Additionally, Goldratt observed that most organizations failed to examine their operations as a whole. By focusing only on short-term goals, long-term success becomes jeopardized so he suggested establishing a long-term view.

2.6.2 Four Stages Theory

Stage theories as espoused by Loum (2003) are based on the idea that elements in systems move through a pattern of distinct stages over time and that these stages can be described based on their distinguishing characteristics. Specifically, stages in cognitive development have a constant order of succession, later stages integrate the achievements of earlier stages, and each is characterized by a particular type of structure of mental processes which is specific to it. The time of appearance may vary to a certain extent depending upon environmental conditions. The discipline of project management attempts to systematize getting things done. One of the prevalent models in project

management, the four stage model, breaks the act of completing a project into four phases: definition or start-up, planning, implementation or execution, and closure. Although the traditional conception of this model treats each stage as separate and distinct, some project managers allow some overlap and even backtracking, as necessary (Loum, 2003)

The start-up phase, also known as the definition phase, is where the project team begins the process of deciding what it will be doing. This phase takes the project from a fuzzy, blue sky idea to a clearly defined set of specifications and requirements for the project. This stage gives the project team members enough information to plan exactly how they will get it done. If you take the example of building a bridge, this stage would lead to knowing what the project involves.

Once the project's contours are set, the planning phase allows the team members to figure out what they will need to do to complete it. This can include generating detailed engineering or specifications, and also includes the process of determining vendors. Once this phase is complete, the project should be outlined on Gantt charts or other outlines to clarify who is responsible for doing what, and when. Using the bridge example, at the completion of the planning phase, the team would know exactly how the bridge would be built, when it would be finished and who would be doing what throughout the process.

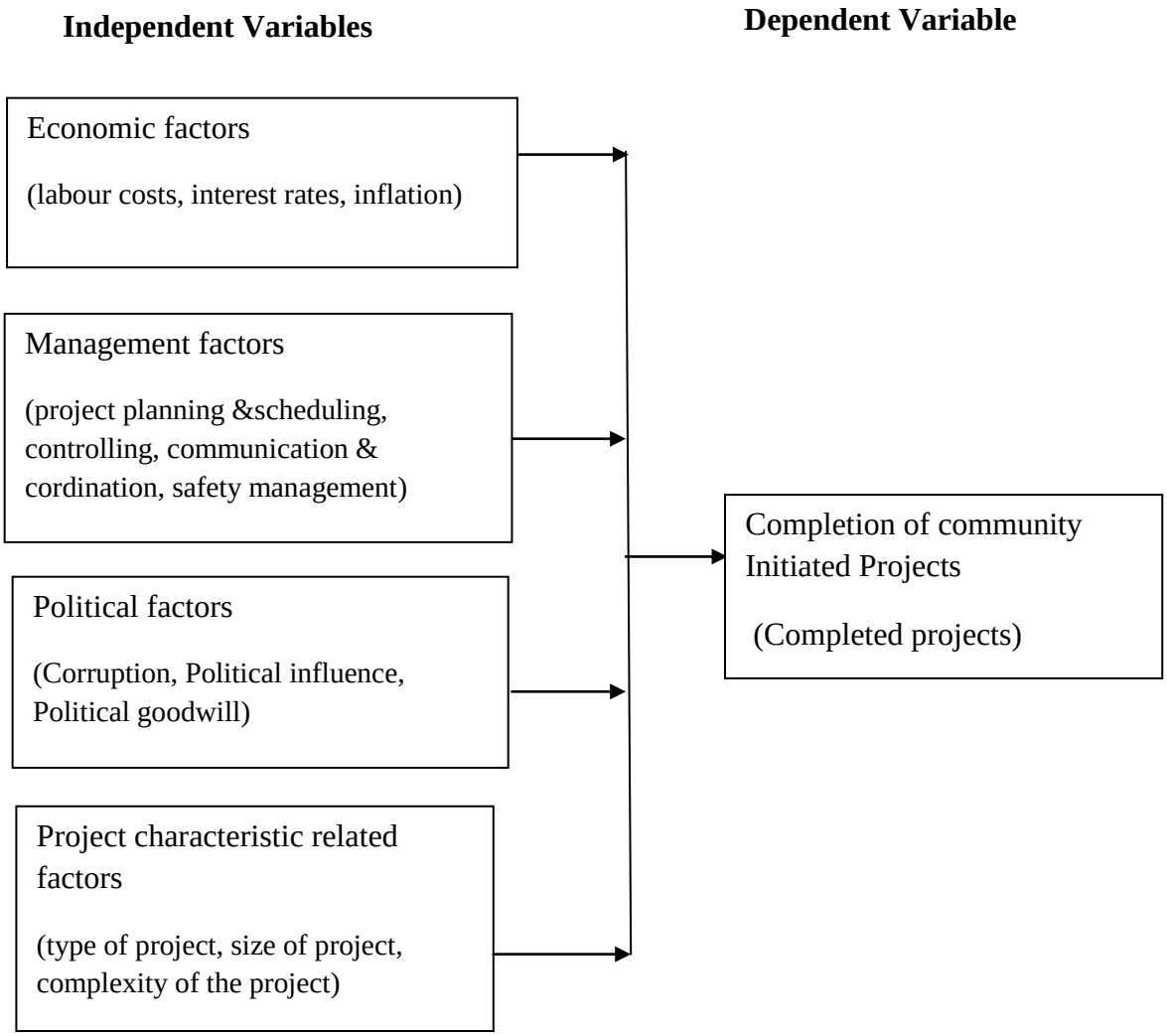
The third phase is where the proverbial rubber meets the road. It is all about acting on the plan determined in phase two and actually doing the project. In the bridge example, this phase is where the team builds the bridge and spans the Golden Gate. This phase does not, however, mean that the project is completely done, though. Although some think that

the closure phase is about doing a postmortem on a project and closing it down, there is a little more to it. In fact, the closure phase allows the project team to tie up any loose ends and clear up punch list items. Once that part of the phase is completely done, the team generates any final reports, closes any accounts and completes the project. Going back to the Golden Gate Bridge, this stage would include planning the opening day event for the bridge, resolving any final construction issues and closing all of the accounts opened for the building.

2.7 Conceptual Framework

The conceptual framework for the study as illustrated in figure 1 indicates the relationship between the variables. The defining premise for the framework as derived from the literature review is that manipulation of the independent variables consisting of economic factors, management factors, political factors and project characteristic related factors. It also includes the indicators of the dependent variables that would be used to measure the levels of influence which is completion rate of community projects.

Figure 1: Conceptual Framework



Source: Author (2015)

2.8 Summary of Literature Review an Research Gaps Identified

Many studies have been done on factors affecting projects' construction or causes for delays in projects' construction (Al-Momani, 2000; Sweis, *et al*, 2008; Rosazuwad, 2010; Sambasivan and Yau, 2007; Enshassi *et al*, 2009; Ochieng and Tubey, 2013 and Chan *et al*, 2008; Jagboro, 1998; Majid, 1998 and El Razek *et al*, 2008)t o mention but a few.

Regardless of the approaches adopted by various international agencies, scholars and/or researchers in examining the factors that influence completion of community initiated projects , the existing literature on this topic suffer various weaknesses and gaps: so far, very little attempt has been made towards unearthing the significance of those factors in influencing completion rate. This is an area which calls for the collection of hard data from the field and analyzing them so as to determine how the findings can be incorporated and integrated in the planning of faster completion rate of community initiated projects. In the Kenyan context, it is important to note that few studies have been done on examining the underlying factors influencing completion rate of community initiated projects in Eldoret town, Uasin Gishu county, especially the influence of financial factors, management factors, political factors and project characteristic related factors. Thus, few factual contribution of other scholars and or researchers has been made in the target area.

The existence of these weaknesses or gaps in the literature cited above, calls for further research on the inherent factors influencing completion rate of community initiated projects. Such information is crucial and forms an integral part in the planning and

management of community initiated projects so as to meet the current and possibly future needs of the people.

CHAPTER THRÈE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methodology which is used in the study. The following topics are discussed; research design, target population, sampling procedure, data collection method and instruments, ethical consideration and operationalization of variables.

3.2 Research Design

Descriptive survey design was best suited for this study because the data required for analysis was collected from a large population, in which it was hard to observe the features of each individual. According to Mugenda and Mugenda (2003) a descriptive research determines and reports the way things are, and attempt to describe possible behavior, attitude, values and characteristics of such things. The descriptive design was selected in this study because it allowed the researcher to gather numerical and descriptive data to assess the relationship between the variables. This made it possible for the researcher to produce statistical information on the factors influencing completion of community initiated projects.

3.3 Target Population

The population of informants targeted in the study was 400 and included 40 employees of the county government, 70 contractors, 400 members of the community and 200 people who worked as casual labourers within the community projects as the ‘true population’. The researcher specifically targeted County executives, project management team and community members.

3.4 Sampling size and procedure

Stratified sampling technique was used to categorize the contractors from the community and the workers. Kothari (2004) notes that stratified sampling is necessary when the population is heterogeneous, basically sharing different characteristics. Simple random sampling was then used to select 30% of the contractors, community and workers, a percentage the Kothari (2004) says is acceptable while Kerlinger (1996) puts it at 34%.

Table 3.1 Sampling Frame

Category of Respondents	Population	%	Sample Size
Contractors	70	30%	20
Community	400	30%	120
Workers	200	30%	60
Total	**670**	**30%**	**200**

3.5 Data collection instruments

Questionnaires were the data collection instruments. The study used both primary and secondary types of data. The data was quantitative in nature, which is a numerical measurement expressed not by means of a natural language description, but rather in terms of numbers (Kombo, 2006).

Questionnaire is a research tool that gathers data over a large sample (Kombo 2006). The questionnaire was the most appropriate research tool as it allowed the researcher to collect information from a large sample with diverse background; the findings remain

confidential, saves time and since they are presented in paper format there is no opportunity for bias (Kombo 2006).

The variables in the questionnaires were mainly developed based on the themes in the literature review section and research objectives. The researcher collected the Questionnaires after one week from the date they were issued in order to give enough time to the respondents to fill them. Interviews were also conducted on County executives.

Secondary data that was relevant included books, published materials, internet, census reports, newspapers, journals and research reports and was collected from library sources, government offices and internet data base.

3.5.1 Validity of Instruments

This is the degree to which an instrument measures what it is supposed to measure (Kothari, 2004). A content validity test was used to measure instrument validity. This type of validity measured the degree to which data collected using a particular instrument represents a specific domain of indicators or content of a particular concept (Mugenda and Mugenda, 1999). An expert in the field of project management was given the instruments to assess the degree to which they could measure and determine the content of a particular concept.

3.5.2 Reliability of Instruments

Reliability refers to the level to which the measuring instruments provides consistent results (Kothari, 2004).To establish reliability of research instruments the Cronbach's

coefficient alpha was used with its figure standing at 0.714. Kothari (2004) argues that any score above 0.7 is reliable. The higher the number of items in the instrument, the higher the chances of obtaining a consistent estimate of the reliability of the data (Kothari, 2004).

3.6 Data Collection method

The researcher secured a research permit and authorization letter from the National Commission of Science and Innovation in Nairobi and Uasin Gishu County headquarters before proceeding to the field for data collection. The researcher then personally visited the contractors, workers and community and administered the questionnaires. The researcher later scrutinized and analyzed any relevant documents to ascertain their credibility.

3.7 Method of Data Analysis

Quantitative data was analyzed using descriptive analysis in form of percentages and frequencies. Qualitative data obtained was transcribed, organized into categories, sub categories and themes as they emerged from the field and presented in prose form and peoples quoted words according to the themes and objectives of the study and analyzed using narrative analysis. Data analyzed descriptively was presented in tables because they give a systematic record of analysis in an easy to understand format. The Social Package for Statistical science (SPSS) software aided in data analysis. Both correlation and Multiple Regression analyses were used to test for relationship between the independent variables and the dependent variable.

Regression Model

$y_{od} = \alpha + \beta_1 (EF) + \beta_2 (MF) + \beta_3 (PF) + \beta_4 (PrF) + e$

Where the variables are defined as:

y_{od}- Completion of Projects

EF- Economic Factors

MF – Management Factors

PF – Political Factors

PrF – Project Related Factors

e- Error term

3.8 Ethical Consideration

The researcher obtained an informed consent from the respondents before undertaking to collect data from the field. The researcher informed and explained the objectives of the research in order to solicit informed consent from the respondents. High level of confidentiality on the information provided by respondents through interview or questionnaires was maintained.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

The purpose of this study was to assess the factors influencing completion of community-initiated projects; the case of Eldoret, Uasin Gishu County. Among the factors investigated included how: economic factors, management factors, political factors and how project characteristic related factors influence completion of community-initiated projects in Eldoret town. The study targeted the contractors, county government officials and members of the community whereby a sample of 200 respondents were selected. The data was presented in form of frequency tables and percentages where applicable.

4.2 Instrument Return Rate

Out of 200 questionnaires given out to the respondents only 174 questionnaires were returned. This accounts to 87 % response rate. The findings are based on these responses as presented in this chapter. First, the sample characteristics are shown. This is followed by a presentation of the results based on the study objectives.

4.3 Background Information

Tables 4.1 show the background information of the respondents participating in the study.

Table 4.1 Background information

Age	**Frequency**	**Percentage**
25-30 years	162	89.1%
36-45 years	12	10.9%
Gender		
Female	66	39.9%
Male	108	60.1%
Highest Level of Education		
Secondary	6	3.4%
Technical and Vocational	126	72.4%
University	42	24.1%

Most of the respondents at (89.1 %) were aged 25-30 years while (10.9%) of the respondents were 36-45 years of age. This means that most of the respondents participating in the community-initiated projects were fairly young. This agrees with Smith (1999) who argued that in most developing countries, the participants in infrastructural projects were relatively young people with the energy to do the work. This result attests to that assertion.

On their gender, majority at (60.1%) of the respondents were male followed by (39.9%) of them who were female. This showed that most of the respondents participating in the

community-initiated projects were female. This agrees with Schwartz (2002) and Ochieng and Tubey, (2013) who asserted that most technical works are still largely done by male workers because of their domination in technical work and that even those engaged in it as stakeholders had more males due to the perception that the gender understands more the issues of community projects.

Based on their educational levels, majority at (72.4%) of the respondents indicated technical and vocational as their highest level of education, (24.1%) indicated university while (3.4%) indicated secondary education. This implies that there had been efforts by the respondents to further their studies. As a result the respondents who had higher diploma and above were more knowledgeable compared to the others. More so, we can infer that the respondents had a quest to further their studies and therefore become more suitable to the changing requirements of the job market. Moreover, the fact that majority of the respondents had degree qualification and above implies that they were qualified to reliably answer questions about factors influencing completion of community based projects in their respective areas.

4.3.1 Community Initiated Projects

The study sought to find out from the respondents whether there are any community initiated projects in Eldoret town. The data obtained is shown by table 4.2.

Table 4.2 Community Initiated Projects

Community Initiated Projects	Frequency	Percentage
Yes	165	94.8%
No	9	5.2%
Total	**174**	**100.0%**

From table 4.2 majority at (94.8%) of the respondents responded Yes while only (5.2%) of the respondents responded No. This implies that there was existence of community initiated projects in Eldoret town. This further adds to the assertion by Ochieng and Tubey, (2013) that there were significant community projects in most areas in Kenya and the factors that influenced their completion were varied and needed investigation.

4.3.2 Types of Community initiated Projects

The study sought to find out the types of community initiated projects in Eldoret town. The data obtained is shown in table 4.3

Table 4.3 Types Community Initiated Projects

Types Community Initiated Projects	Frequency	Percentage
Road Projects	78	43.7%
Nursery Schools	36	21.1%
Abolution	18	10.7%
Health centres	42	24.5%
Total	**174**	**100.0%**

From Table 4.3 it is clear that majority at (43.7%) of the projects were road projects, (24.5%) were health centers, (21.1%) were nursery schools, and only (10.7%) floods lights and abolition were the main types of community initiated projects found in Eldoret town. This implies that the projects found in the community were varied but mostly were road projects which based on the Government of Kenya Report (2013) is to be expected as road infrastructural development has been on the rise in most parts of the country.

4.4 Economic Factors and Completion of Community Initiated Project

The first objective of the study sought to determine how economic factors influences completion of community-initiated projects in Eldoret Town. The results obtained are presented in Table 4.4,

Table 4.4 Economic Factors and Completion of Community Initiated Project

Economic factors	SA (Strongly Agree)	A (Agree)	D (Disagree)	SD Strongly Disagree
Escalation of material prices have led to incompletion of projects initiated by communities	84(48.3%)	75(43.1%)	9(5.2%)	6(3.4%)
Cost of rework has led to incompletion of projects initiated by communities	33(19.0%)	75(43.1%)	57(32.8%)	9(5.2%)
High cost of equipment required has led to incompletion of projects initiated by communities	93(53.4%)	60(34.5%)	15(8.6%)	6(3.4%)
High Project labour cost has led to incompletion of projects initiated by communities	42(24.1%)	66(37.9%)	51(29.3%)	15(8.6%)
Inflation has affected budg*et al*location leading to incompletion of projects initiated by communities	66(37.9%)	75(43.1%)	24(13.8%)	9(5.2%)

From Table 4.4, the findings indicate that, majority at (91.4%) agreed that escalation of material prices had led to non-completion of projects initiated by communities. Only (8.6%) disagreed. This implies that the escalation of material prices is an economic factor negatively influencing completion of community initiated projects. This agrees with previous research work by Cheah (2008) who noted that the rise in prices of raw materials has had a negative impact on completion of projects over time.

As shown in the findings, 62.1% agreed that the cost of rework had led to non-completion of projects initiated by communities while 38.0% disagreed. This implies that cost of rework was an economic factor negatively influencing completion of community initiated projects. This outcome is supported by Dissanayaka & Kumaraswammy (2008)

who argued that if a contractor abandons a project, it may incur additional time and cost and lead to abandonment of the project.

The findings further reveal that, (87.9%) of agreed that high cost of equipment required had led to non-completion of projects initiated by communities. Only 12.0% disagreed. This shows that high cost of equipment is an economic factor negatively influencing completion of community initiated projects. This is supported by Cheah (2008) who agrees that rise of prices of raw materials leads to non-completion of projects and Smith (1999) noted that with the influx of high cost equipment, many projects are left idle while more equipment is being outsourced or simply sourced.

The findings further revealed that, majority 62.0% of the respondents agreed that high project labour cost had led to non-completion of projects initiated by communities. Only 37.9% disagreed. This means that high project labour cost is an economic factor influencing completion of community initiated projects. This findings are supported by Odusami and Olusanya who argues that unless the owner of the project immediately and completely covers the costs incurred by each participant, the projects are bound to fail.

The study established that, majority at 81.0% of the respondents agreed that inflation had affected budget allocation leading to non-completion of projects initiated by communities. Only 19.0% disagreed. This implies that inflation influenced budget allocation as an economic factor further negatively influencing completion of community initiated projects. There is a consensus that economic or financial crisis is one of the causes of abandonment of projects (Carrero *et al*, 2009).

4.5 Management Factors and Completion of Community Initiated Projects

The second objective of the study was to find out how management factors influences completion of community-initiated projects. The results obtained are presented in Table 4.5 as shown.

Table 4.5 Management Factors and Completion of Community Initiated Projects

Management Factors	SA (Strongly Agree)	A (Agree)	D (Disagree)	SD Strongly Disagree
Poor project planning and scheduling has led to incompletion of projects	102(58.6%)	54(31.0%)	9(5.2%)	9(5.2%)
Poor communication and coordination has led to incompletion of projects	63(36.2%)	69(39.7%)	30(17.2%)	12(6.9%)
Long decision making process skills have led to incompletion of projects	42(24.1%)	78(44.8%)	48(27.6%)	6(3.4%)
Inadequate safety management skills have led to incompletion of projects	30(17.2%)	90(51.7%)	36(20.7%)	18(10.3%)
Poor leadership style skills have led to incompletion of projects	96(55.2%)	54(31.0%)	15(8.6%)	9(5.2%)

From table 4.5 above, majority at (89.6%) agreed that poor project planning and scheduling had led to non-completion of community initiated projects, while (10.4%) of the respondents disagreed. This implies that there was poor project planning and scheduling which negatively influence completion of community-initiated projects. The findings agrees with existing literature whereby Al-Momani (2000) argues that poor scheduling due to delay analysis leads to projects failing to meet their deadline thereby leading to project failure.

The study established that, majority at (75.9%) agreed that poor communication and coordination had led to non-completion of community initiated projects. Only (24.1%) disagreed. This implies that poor communication and coordination had a negative influence on community-initiated projects. The findings are in tandem with Cheng *et al* (2005) who argued that communication system is very critical towards the success of a project. A successful project manager is to ensure that design and other production information are appropriately and effectively communicated to members of the project team. A good communication system will ensure that information be carried around and exchanged among all project participants (Fryer 2004).

The study further established that, (68.9%) of the respondents agreed that long decision making process skills had led to incompletion of community initiated projects. However, (40.0%) disagreed. This means that long decision making process skills is a management factor influencing completion of community-initiated projects. This findings are supported by Dissanayaka & Kuramaswany (1999) who argues that slow and long decision making from owner or client, contractor's slow response to instruction leads to project failure.

The study revealed that, majority at 68.9% agreed that inadequate safety management skills had led to non-completion of community initiated projects. Nonetheless 31.0% disagreed. This shows that inadequate safety management skills was a factor that had a negative effect on completion of community-initiated projects. This findings agree with literature that argues that poor safety management on site (Sweis *et al*. 2008) causes serious disruption to a construction project. According to Griffith and Watson (2004),

principal contracting organizations need to ensure that health and safety aspects of a construction project are clearly recognized, risk-assessed, planned, organized, controlled, monitored, recorded, audited and reviewed in a systematic and robust way. One way to achieve this is to implement a health and safety management system. Apart from site safety officers, project managers also play an important role in instilling the right safety work culture (Chiang 2008).

The study further revealed that, majority at 82.2% agreed that poor leadership style skills have led to incompletion of community initiated projects. Only 13.8% disagreed. This implies that poor leadership style skills is a management factors influencing completion of community-initiated projects. Existing literature aligns itself with the findings. It is clear that the combination of a changing organizational environment and changing project characteristics make the role of the project leader difficult (Krahn & Hartman, 2004). Within this environment, a competent project manager is frequently regarded as having a significant impact on overall project success (Ammeter & Dukerich, 2002; Smith, 1999; Sutcliffe, 1999) as well as being critical to other project elements, such as the success of the project team, including team members' motivation and creativity (Rickards, 2001). This strong link with success ensures that project manager competencies are of particular interest. If a manager has poor leadership skills then the project fails.

4.6 Political Factors and Completion of Community Initiated Projects

The third objective of the study sought to establish the political factors influencing completion of community-initiated projects. The results obtained are presented in table 4.6

Table 4.6 Political Factors

Political Factors	**SA (Strongly Agree)**	**A (Agree)**	**D (Disagree)**	**SD (Strongly Disagree)**
Politicians prioritize their interests	105(65.5%)	42(24.1%)	15(8.6%)	3(1.7%)
Politicians encourage corruption	99(56.9%)	45(25.9%)	21(12.1%)	9(5.2%)
Politics bring conflicts	69(39.7%)	78(44.8%)	15(8.6%)	12(6.9%)
Politics change laws	24(13.8%)	69(39.7%)	54(31.0%)	27(15.5%)

From Table 4.6 it is clear that majority at (89.6%) agreed that politicians prioritized their interests thus leading to non-completion of projects initiated by communities. Only (10.3%) disagreed. This implies that a politician prioritizing their interests is a political factor influencing completion of community initiated projects. Markus (2009) had noted this potential eventuality when he argued that politicians have become one of the most important community project inhibiting personalities. In fact he mentions that they are rarely directly connected to funding but utilize government money to curtail projects initiated by their constituents, what an irony!

Further, the study established that, (82.8%) of the respondents agreed that politicians encouraged corruption thus leading to non-completion of projects initiated by communities and only 17.3% disagreed. This implies that politicians encouraging corruption is a political factor influencing completion of community initiated projects. This is in line with Smith (1999) who argued that in the end, corruption from high offices sapped the momentum that projects needed to flourish.

Again it was further established that majority at (84.5%) agreed that politics brought conflicts consequently negatively affecting completion of projects initiated by communities, (15.5%) disagreed. This shows that the way politics bring conflicts, is a political factor influencing completion of community initiated projects.

Finally, majority at (70.7%) agreed that politics changed some laws thus leading to non-completion of projects initiated by communities. Only (29.3%) disagreed with the assertion. This implies that the way politics change laws, is a political factor influencing completion of community initiated projects. The existing literature support the findings that generally politics affect the completion of community-initiated projects as argued by Chan *et al*(2004) who says that political environment affects the construction of a project.

4.7 Project Characteristics Related Factors and Completion of Community Initiated Factors

The fourth objective of the study sought to determine the influence of project characteristic related factors in the completion of community- initiated projects. The results scored are presented in table 4.7, table 4.8, table 4.9, table 4.10 and table 4.11

4.7.1 Mechanization Rate of Community Initiated Projects

The study sought to find out the way community initiated projects are.

Table 4.7 Mechanization Rate of Community Initiated Projects

Mechanization Rate	Frequency	Percentage
Highly mechanised	15	5.6%
Mechanised	117	67.2%
Less mechanized	42	24.1%
Total	**174**	**100.0%**

From table 4.7 majority at (67.2%) indicated they are mechanised, (24.1%) indicated they are less mechanised while (5.6%) of them indicated that they are highly mechanised. This shows that community initiated projects within Eldoret town were mechanized. This can be appreciated due to use of current technology which is easy and friendly to use and enables results of the projects to be realized in a shorter period of time. This however disagrees with literature from Ochieng and Tubey (2013) that argued that most areas have less mechanized technology which then negatively affects completion rates of projects. The result here is a positive indication.

4.7.2 Non-completed Community Initiated Projects

The study sought to find out from the respondents the community initiated projects that were not complete.

Table 4.8 Non-completed Community Initiated Projects

Incomplete Projects	Frequency	Percentage
Agriculture related (e.g. irrigation)	27	15.5%
Construction related (e.g. roads)	69	39.7%
Security related(e.g. flood lights)	27	15.5%
Education related(e.g. classrooms)	21	12.1%
Medical care related(e.g. dispensaries)	6	3.4%
Agriculture, security and education related	24	13.8%
Total	**174**	**100%**

From Table 4.8 majority at 39.7% of the respondents indicated construction projects, 15.5% security related projects, 15.5% agriculture related projects, 13.8% both agriculture, security and education projects, 12.1% education related projects while 3.4% of them medical care related as projects not yet completed. This implies that construction projects were the main community initiated projects that were not completed, followed by security related projects, agriculture related projects, education related projects and lastly medical care related projects. This findings can be linked to the fact that most construction related project are in most cases mega projects as compared to other types of projects (Ochieng & Tubey, 2013). They also note that the mega projects need a lot

funding which in most cases becomes tricky and the project stalls.

4.8 Correlation Analysis

As part of the analysis, Pearson's Correlation Analysis was done on the Independent Variables and the dependent variables. The results is as seen on Table 4.9

Table 4.8 Correlation Analysis

		Completion of Projects	Project Related Factors	Political Factors	Management Factors	Economic Factors
Completion of Projects	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	174				
Project Related Factors	Pearson Correlation	.655**	1			
	Sig. (2-tailed)	.000				
	N	174	174			
Political Factors	Pearson Correlation	.635**	433**	1		
	Sig. (2-tailed)	.000	.000			
	N	174	174	174		
Management Factors	Pearson Correlation	.578	.410**	.127**	1	
	Sig. (2-tailed)	.000	.000	.002		
	N	174	174	174	174	
Economic Factors	Pearson Correlation	.712**	.205**	.038	.557**	1
	Sig. (2-tailed)	.000	.005	.000	.000	
	N	174	174	174	174	174

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

Source: Survey Data (2015)

Pearson correlation analysis was conducted to examine the relationship between the variables. The measures were constructed using summated scales from both the independent and dependent variables. As cited in Wong and Hiew (2005) the correlation coefficient value *(r*) range from 0.10 to 0.29 is considered weak, from 0.30 to 0.49 is

considered medium and from 0.50 to 1.0 is considered strong. However, according to Field (2005), correlation coefficient should not go beyond 0.8, to avoid multicollinearity. Since the highest correlation coefficient is 0.712 which is less than 0.8, there is no multicollinearity problem in this research (Table 4.8).

All the independent variables had a positive correlation with the dependent variable with economic factors having the highest correlation of ($r=0.712$, $p< 0.01$) followed project related factors with a correlation of ($r=0.655$ $p< 0.01$) and then political factors with a correlation of ($r=0.635$ $p< 0.01$), management factors has the least correlation of($r= 0.578$ $p< 0.01$). This indicates that all the variables are statistically significant at the 99% confidence interval level 2-tailed. This shows that all the variables under consideration have a positive relationship with the dependent variable.

4.9 Regression Analysis

Since the measures that are used to assess the primary constructs in the model are quantitative scales, regression analysis can be used to achieve this end. Regression analyses are a set of techniques that can enable us to assess the ability of an independent variable(s) to predict the dependent variable(s). As part of the analysis, Regression Analysis was done. The results is as seen on Table 4.9, 4.10 and 4.11

Table 4.9 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882[a]	.848	.841	.196

a. Predictors: (Constant), economic factors, management factors, political factors, project related factors

b. Dependent Variable: completion of projects

From table 4.9 it is clear that the R value was .882 showing a positive direction of R is the correlation between the observed and predicted values of the dependent variable. The values of R range from -1 to 1 (Wong and Hiew, 2005). The sign of R indicates the direction of the relationship (positive or negative). The absolute value of R indicates the strength, with larger absolute values indicating stronger relationships. Thus the R value at .882 shows a stronger relationship between observed and predicted values in a positive direction. The coefficient of determination R^2 value was 0.841. This shows that 84.1 per cent of the variance in dependent variable (completion of project) was explained and predicted by independent variables (economic factors, management factors, political factors, project related factors)

Table 4.10 ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	242.743	3	47.046	114.491	.000[a]
	Residual	12.888	237	.684		
	Total	255.630	240			

a. Predictors: (Constant), economic factors, management factors, political factors, project related factors

b. Dependent Variable: completion of projects

The F-statistics produced (F = 114.491.) was significant at 5 per cent level (Sig. F< 0.05), thus confirming the fitness of the model and therefore, there is statistically significant relationship between economic factors, management factors, political factors, project related factors, and completion of projects.

Table 4.11 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.767	.361	.287	7.668	.000
	Economic factors	.385	.078	.393	5.968	.000
	Management factors	.168	.065	.193	2.593	.004
	Political factors	.284	.065	.324	4.383	.000
	Project related factors	.329	.064	.352	5.129	.000

a. Dependent Variable: completion of projects

The t-value of constant produced (t = 7.668) was significant at .000 per cent level (Sig. F< 0.05), thus confirming the fitness of the model. Therefore, there is statistically significant relationship between economic factors, management factors, political factors, project related factors and completion of projects.

Economic factors was significant (p<0.05) in completion of projects. Most empirical research and discussion examine cost as exclusive and important motives completion of projects and improved performance (Cheah, 2008). Further, studies from the Resource Based View perspective suggest that firms base their decisions on whether a project reduces costs or builds strategic advantages making economic factors a major completion of projects motivator (Sharpe, 2007).

Management factors was significant ($p<0.05$) in completion of projects. The completion of projects has been viewed as an impetus and agent for change. Competent and skilled managers can bring to the organization more specialized and efficient ways of undertaking the given tasks (Al Momani, 2000). This is particularly important if the project has work practices that are relevant or economically sustainable. Further, Arnold (2000) had argued that the lack of experience by management affects their competence consequently creating the avenue for poor completion of projects.

Political factors was significant ($p<0.05$) in completion of projects. This implies that politics affects completion of projects. This is in agreement with literature that argues that more recently the main drivers for poor completion of projects appear to be shifting from cost to political issues (Chan *et al*, 2004).

Project related factors was significant ($p<0.05$) in completion of projects. This is an indication that completion of projects is influenced by factors like mechanization among others.

From: Regression Model

$$y_{od} = \alpha + \beta_1 (EF) + \beta_2 (MF) + \beta_3 (PF) + \beta_4 (PrF) + e$$

Thus;

$$y_{od} = 2.767 + 0.393 (EF) + 0.193 (MF) + .324 (PF) + 0.352 (PrF)$$

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter contains a summary of findings, the conclusions drawn and the recommendations made thereof. It finally offers the suggestions for further research.

5.2 Summary of Findings

The purpose of the study was to determine the factors influencing completion of community based projects in Uasin Gishu County. Simple random sampling was used to select 200 respondents comprising of contractors, community and workers out of the targeted 670 respondents. The respondents were given questionnaires. The validity of the instruments were measured by the project management experts while reliability was measured using Cronbach coefficient formula. Descriptive statistics and inferential statistics were used to analyze and interpret data. The main findings of the study based on the research objectives were as follows:

5.2.1 Economic factors influencing completion of projects

The first objective on economic factors has a correlation of ($r=0.712$, $p< 0.01$) and regression results of ($\beta=.193$, $t=2.593$, $p<0.004$). This is an indication that economic factors was a major influence on the completion of projects. This also implies that economic factors as an element in getting money to get a project going influenced the completion of projects.

5.2.2 Management factors influencing completion of projects

Based on the second objective on management factors, on this management factors had a correlation of (r=0.635 p< 0.01) and regression results of (β=.393, *t*=5.968, p<0.000). This is an indication that management factors was a major influence on the completion of projects.

5.2.3 Political factors influencing completion of projects

The third objective on political factors had a correlation of (r=0.655 p< 0.01) and regression results of (β=.324, *t*=4.383, p<0.000). This is an indication that political factors was a major influence on completion of projects. Political factors were found as an element that reduces the amount of time an operation is done and consequently was found to have an influence on completion of projects.

5.2.4 Project related factors influencing completion of projects

The fourth objective on project related factors had the least correlation of(r= 0.578 p< 0.01) and regression results of (β=.352, *t*=5.129, p<0.000). This is an indication that project related factors was a major influence on completion of projects.

5.3 Conclusion of the study

Based on the objectives and findings of the study, the following are the conclusions

Based on first objective, escalation of material prices; the cost of rework; high cost of equipment required; high project labour cost had led to non-completion of projects initiated by communities. Finally, that inflation had affected budget allocation leading to non-completion of projects initiated by communities. It can therefore be concluded that

economic factor had a significantly negative influence on completion of community based projects in Eldoret Town.

Based on the second objective, poor project planning and scheduling; poor communication and coordination; long decision making process skills; inadequate safety management skills; and poor leadership style skills had led to non-completion of community initiated projects. It can therefore be concluded that poor management and its factors had a significantly negative influence on completion of community based projects in Eldoret Town.

Based on the third objective, politicians prioritized their interests thus leading to non-completion of projects initiated by communities; politicians encouraged corruption and brought conflicts consequently negatively affecting completion of projects initiated by communities. Further, politics changed some laws thus leading to non-completion of projects initiated by communities. It can therefore be concluded that poor and interrupting political factors had a significantly negative influence on completion of community based projects in Eldoret Town.

Based on the fourth objective, community initiated projects within Eldoret town were mechanized. Further, construction projects were the main community initiated projects that were not completed, followed by security related projects, agriculture related projects, education related projects and lastly medical care related projects. It can therefore be concluded that project related factors had a significant positive influence on completion of community based projects in Eldoret Town.

5.4 Recommendations of the study

Based on the objectives and conclusions this study recommends;

1. Based on the first objective on economic factors, the community based project stakeholders and managers should introduce strategic cost mobilization plans to help them acquire the much needed funds to complete projects. They should also engage in prudent management of funds for the managers and effective overseeing for the community so as to curb any embezzlement or misuse of funds.

2. Based on the second objective on management factors, the community based project managers should provide effective supervision, strictly following the laid down project plans to ensure that works are completed. They should engage in transformational leadership that ensures that all stakeholders are effectively involved in the effective completion of projects.

3. Based on the third objective on political factors, the community based project stakeholders and managers should create a policy that spells out clearly political engagement so as to curb untoward political interruptions. Such a policy would also spell out other management issues in line with the constitution and other laws so that no political interference stops completion of any project.

4. Based on the fourth objective on project related factors, the community based project stakeholders and managers should mechanize all projects by introducing and using new technology. They should also find better ways to complete stalled projects.

5.5 Suggestion for Further Research

The study recommends further research to be carried on other factors influencing completion of community-initiated projects the case of Eldoret town, Uasin Gishu County like use of technology and infrastructural policy in a devolved system of government. Further research should be done on government initiated projects to find out whether similar result would be obtained.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Arogo M George,

P.O Box 4559-30100,

Eldoret.

Dear Respondent,

I am a student of the University of Nairobi pursuing a Masters of project planning and management. Am conducting an academic research on the factors influencing completion of community -initiated projects; the case of Eldoret town, Uasin Gishu County. This questionnaire has been prepared to obtain information on community projects that have been initiated and have not been completed.

Kindly note that all the information provided for this study will be treated with utmost confidentiality. I will be grateful if you spare your precious time to answer the questions comprehensively and to the best of your knowledge.
Thank you in advance.

Yours faithfully,

Arogo M George

APPENDIX II: QUESTIONNAIRES

Instructions

Please tick (√) in the appropriate box and also fill in the blank spaces provided for those questions where elaborate answers are required. You are requested to complete this questionnaire as honestly and objectively as possible.

SECTION A: BIODATA INFORMATION

1. What is your age?

25-30 years [ ] 31-35 years [ ] 36-40 [ ] 41and above years [ ]

2. What is your Gender?

Male [ ] Female [ ]

3. What is your highest level of education?

a) Primary [ ]

b) Secondary [ ]

c) Technical and Vocational [ ]

d) University [ ]

I. Bachelors [ ]

II. Masters [ ]

III. PhD [ ]

e) Others [ ]

SECTION B: COMMUNITY INITIATED PROJECTS

4. Are there any community initiated projects in Eldoret town?

a) Yes [ ]

b) No [ ]

5. Tick all types of community initiated projects in your opinion found in Eldoret town?

a) Road Projects [ ]

b) Nursery School [ ]

c) Flood Lights [ ]

d) Ablution [ ]

e) Health centres [ ]

SECTION C: ECONOMIC FACTORS THAT INFLUENCE COMPLETION OF COMMUNITY INITIATED PROJECTS

6. How does your community raise funds for the projects**?**

a) From Donors [ ]

b) From Fundraising [ ]

c) From the Government [ ]

d) Well wishers [ ]

Other (please specify)……

7. Does cost influence completion rate of community initiated projects in Eldoret town?

a) Yes [ ]

b) No [ ]

8. Indicate the level to which you agree with the following statements concerning how economic factors influence completion of community-initiated projects

Key: SA- Strongly Agree, A- Agree, D- Disagree, SD- Strongly Disagree

FUNDING	SA	A	D	SD
a) Escalation of material prices have led to incompletion of projects initiated by communities				
b)Cost of rework has led to incompletion of projects initiated by communities				
c)High cost of equipment required has led to incompletion of projects initiated by communities				
d)High Project labour cost has led to incompletion of projects initiated by communities				
e)Inflation has affected budg*et al*location leading to incompletion of projects initiated by communities				

SECTION D: MANAGEMENT FACTORS THAT INFLUENCE COMPLETION OF COMMUNITY INITIATED PROJECTS

9. Indicate the level to which you agree with the following statements concerning how management factors affect completion of community initiated projects

Key: SA- Strongly Agree, A- Agree, D- Disagree, SD- Strongly Disagree

MANAGEMENT	SA	A	D	SD
a)Poor project planning and scheduling has led to incompletion of community initiated projects				
b)Poor communication and cordination has led to incompletion of community initiated projects				
c)Long decision making process skills have led to				

incompletion of community initiated projects				
d)Inadequate safety management skills have led to incompletion of community initiated projects				
e)Poor leadership style skills have led to incompletion of community initiated projects				

SECTION E: THE POLITICAL FACTORS INFLUENCING COMPLETION OF COMMUNITY INITIATED PROJECTS

10. To what extent do politicians take part in project initiated by communities?
    a) Great extent [ ]
    b) Some Extent [ ]
    c) Never Involved [ ]
11. Do politicians take part in funding of the community initiated projects?
    a) Yes [ ]
    b) No [ ]
12. Does local politics interfere with the completion rate of community projects?
    a) Yes [ ]
    b) No [ ]
    c) If yes, please explain

……

……

……

13. Indicate the level to which you agree with the following statements concerning the political factors influencing completion of community projects

Key: SA- Strongly Agree, A- Agree, D- Disagree, SD- Strongly Disagree

POLITICAL FACTORS	**SA**	**A**	**D**	**SD**
a)Politicians prioritize their interests thus leading to incompletion of projects initiated by communities				
b)Politicians encourage corruption thus leading to incompletion of projects initiated by communities				
c)Politics bring conflicts thus leading to incompletion of projects initiated by communities				
d)Politics change laws thus leading to incompletion of projects initiated by communities				

SECTION F: PROJECT CHARACTERISTIC RELATED FACTORS INFLUENCE ON COMPLETION OF COMMUNITY INITIATED PROJECTS

14. Are community-initiated projects in Eldoret Town;

a) Highly mechanised [ ]

b) Mechanised [ ]

c) Less mechanised [ ]

Please explain your choice

.....

.....

15. How will you rate community-initiated projects' size in Eldoret town?

a) Big [ ]

b) Medium [ ]

c) Small [ ]

Please explain your choice

.....

.....

16. In your opinion, which community-initiated projects in Eldoret town have not been completed as planned?

a) Agriculture related (e.g irrigation)

b) Construction related (e.g Roads)

c) Security related (e.g flood lights)

d) Education related (e.g classrooms)

e) Medical care related (e.g dispensaries)

f) Others

.....

17. Has project characteristic related factors influenced completion of community initiated projects in Eldoret town?

Yes [ ]

No [ ]

APPENDIX III: RESEARCH SCHEDULE

This is the estimated time plan for the study to be undertaken. The researcher should assess the time required to conduct the research it will also enable researcher to stay on schedule as the research progresses.

No	**Activity**	**Duration**	**Period**
1	Proposal writing	2 months	Feb-April 2015
2	Data collection	2 months	April-May 2015
3	Data Analysis	1 month	June 2015
4	Research Report writing	2 weeks	June 2015
5	Submission of Draft Report	_____	August 2015