



# Influence of Time Overruns on the Implementation of County Construction Projects; The Case of Lamu County, Kenya.

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**ABSTRACT:** Time overruns and delays in implementation of construction projects has become a common phenomenon globally and Kenya is no exception, especially with the coming of devolution system. Failure to timely deliver projects interferes with project deliverables which in turn have negative impacts on project success in terms of time, cost, quality and safety. Identifying the significant factors influencing project delays and overrun is vital to minimize these impacts. A number of factors have been said to influence the rates at which these projects are completed. The Purpose of this study was to examine the Influence of Time Overruns in the Implementation of County Construction Projects; the Case of Lamu County, Kenya. The study was based on three theories that touched on organizational theory, agency theory, and financial distress theory. The research was guided by the following objectives: to determine the influence of political good-will in the implementation of County construction projects; the case of Lamu county, Kenya; to assess the influence of budgetary allocations on the implementation of County construction projects; the case of Lamu county, Kenya ; to examine how organisation structures within the county government influence the implementation of County construction projects; the case of Lamu county, Kenya; and to find out the extent to which contracts management influences the implementation of County construction projects; the case of Lamu county, Kenya. This study adopted a descriptive research design. The target population was 70 respondents. Stratified sampling was used to select 60 respondents so as to allow full participation of the respondents. Primary data was collected using structured administered questionnaires consisting of both closed and open-ended questions. Data collection tools were piloted among 10 respondents in the neighboring Kilifi county and suggestions made before finalizing their development. The researcher visited the targeted respondents, used research assistants to access some other respondents, and e-mailed questionnaires to some respondent who were not easily accessible for one on one questionnaire filling. Data collected was analyzed using quantitative methods with the help of (SPSS) version 20. Research findings showed that of the 60 targeted respondents 50 of them responded representing 83.33% response rate considered adequate to constitute a basis for valid conclusion. From the study's findings, it was concluded that, politics and political goodwill has a significant influence on the rates of projects completion. The politicians decide the amount of money to be allocated to various projects, the time periods that this money should take to reach the project implementers, the site/location of the projects, the priority projects and many more. The study also concluded that the budgetary allocations from both the national and county governments have a significant influence on the implementation and completion of projects. Besides, the researcher concludes that county governance structures have a significant influence on the rates of projects completion. Finally, the researcher concludes that contracts management significantly influences the rates at which projects are completed by counties. The laws, rules and regulations that govern the people to be awarded contracts, the people to award the contracts, the stakeholders to be enjoined in the contractual process and the time periods of paying the contractors is very important in determining the time projects are completed. The study recommends that future research should be undertaken in other counties in the coast region to ascertain whether such factors outlined above also influence the rates of projects completion. The study also recommends for a research to be done examining the influence of community participation on construction projects implementation in counties, in Kenya.

## Introduction

### 1.1 Background of the Study

Governments across the globe have from time to time invested heavily in development projects so as economic development can be realized. Remarkable projects include: roads, railway lines, school buildings, hospitals, water projects and many more. These projects take large budgets and once completed are expected to better the lives of the citizens; although a good number of these projects are not completed in time (Francois, 2015). According to Mohamed (2016), time overrun on project implementation or project delay is an unplanned and unexpected deferment of a project because of some event or occurrence that impedes the project's commencement or continuation. It is the length of time that extends the project duration and causes a disruption in the delivery of project goals and objectives. Bhalchandra (2015) asserts that time overrun is the difference between the estimated duration that a project is expected to take and the actual time it takes to be completed.



Globally, various scholars point out that project delays are common in developing countries in Asia like Pakistani, Vietnam etc and south America countries like Mexico, Uruguay and many more (Toor & Ogunlana, 2014). This is despite the fact that the goal of project owners, contractors, consultants and all parties involved is to implement the projects within the planned schedule, budget and scope. This delay in projects implementation has been attributed to a number of factors that include: inadequate estimations (budgets, timeframes, and human resources); task complexity; unexpected events; organizational strategy prioritizing some projects over other due to strategic objectives; inadequate coordination and many other factors.

Toor and Ogunlana (2014) in their study, problems causing time overruns in major construction projects in Thailand argue that, government funded projects in the country get delayed up to 42% on average per every implementation period. They contend that, factors like insufficient funding, interference with project performance by top managers and politicians, non-confirmative resources allocation, contract durations that are unrealistic, contractors and consultants who are wrongly chosen, decision making that is slow, changes of orders and designs alteration, inadequate planning, unskilled site manpower, material shortages, lack of community buy-in and many more have a significant influence in the delay of projects completion. Also, Shamas-ur-Rehman and Ogunlana (2015) did a study on the problems causing time overruns in major construction projects in Thailand and found out that there are factors having a significant influence in the completion of projects. Among the top rated factors influencing delays in construction projects included contractors, designers and consultants. This was followed by issues that included: lack of resources (both human and material resources), poor contractual management, delayed designing, poor planning and scheduling, change of contractors and the orders, financial problems and many more. Bottom in the line were factors related to culture, poor communication and language barrier.

From the continental scene, projects time overrun is very common in Nigeria; a country that has a government structure closely related to Kenya's devolved units. Sunjka and Jacob (2013) identified eleven most important causes of project delays in the Niger Delta region. These were: Youth unrest, militancy and communal crises due to bad politics; poor and insufficient planning by the contractors; poor payments/delayed compensation to the local communities, improper selection of contractors by the clients, poor weather conditions, bad contract management by consultants, delayed identification and resolutions drawings and specification errors and omissions by the consultants; poor community buy-in of the ideas; unrealistic contract duration by the clients; and bad coordination of the subcontractors by the consultants and major contractors. These factors are said to be very significant to the extent that they delay projects on average by 55% per annum in the Niger Delta.

According to Alinaitwe *et al* (2015), there is great concern in Uganda about time overruns and cost overruns in public sector construction projects because such projects are implemented using tax payers' money. At the national and local levels, there is considerable debate regarding how to minimize project delays and cost overruns; though little seems to be achieved. According to this study, the most important causes of delays in construction projects in the country are found to be the following: changes to the scope of work, delayed payments, poor monitoring and control, the high cost of capital and political insecurity and instability. Muhwezi and Acai (2014) add that, the most significant factors of construction delays in the Uganda are: delay in assessing changes in the scope of work by the consultant; financial indiscipline/dishonesty by the contractor; inadequate contractor's experience; design errors made by designers; and inadequate site investigation by the consultant.

A number of scholars have written on the advantages of devolution, the challenges facing devolution, the impact of devolution and many more. Kimwele & Kimani (2014) argue that devolution in Kenya has greatly contributed to development projects implementation and has brought closer services to the community by understanding the basic needs of various communities. Nyambane (2014) did a study on the Challenges Facing Devolution in Kenya, and argues that projects failure is among the topping challenges. He continues to show that a number of projects in the health sector, roads, agriculture and many more are failing due to conflicts of projects ownership and control of the finances between the national government and the counties. Kimwele & Kimani (2014) argues that, project time overrun are a common and regular phenomenon and the construction industry, and Kenya is no exception. Project delays are a common problem not only with an immeasurable cost to society, but also with debilitating effects to the contracting parties (Ondari & Gakera, 2013). Project delays are a reoccurring problem and have negative impacts on project success in terms of time, cost, quality and safety (Knight, Hurst & Farahani, 2009). To minimize these impacts, identifying the most significant factors influencing project delay is vital.

In Kenya, projects are referred to as part of the main pillars contributing to counties economic growth. Delays in Kenyan county governments' implemented projects are said to be a common and re-occurring phenomenon and are experienced in almost all the counties in the country and the construction sector/projects are more hit. The government of Kenya and its developing partners continue to



allocate huge financial resources to finance development in the counties but almost 62.1% of these projects fail to meet their deadlines while the remaining fail to kick off completely (World Bank, 2016). According to KNBS (2012), the construction industry contributed 3.8%, 4.1%, 4.3% and 4.1% towards Gross Domestic Product (GDP) for the years 2008, 2009, 2010 and 2011 respectively. The county government development projects are expected to post more than the percentages estimated in 2012; meaning that there is a very important need of emphasizing in constructions implemented by the county governments.

A report by Fatma (2015) has shown that, Lamu County has two constituencies and 10 wards. In these constituencies, a number of projects have been implemented that include: the water projects at Kiwayu and Kizingitini Island that cost the government over Ksh.20 million, Faza hospital and Witu health centre, construction of operating theatre equipped with latest technology and digital x-ray unit at Faza, several small-scale irrigation schemes aimed at boosting food security across the main Land, Information Communication and Technology (ICT) centers and many more. However, there is evidence that some of these projects have had time overruns while others have stalled for long now; a need for such a study to examine some of the factors leading to these delays in completion.

### **1.2 Statement of the Problem**

Successful implementation and completion of County construction projects in Kenya, or any other part in the world is critical. This is because projects consume huge budgets, and are the only means of realising economic development, intended to better the lives of the citizens. Governments gain credibility through the number of successful projects sponsored. Contractors and consultants gain work and service credibility and guarantee for more work and sustainable employment by the number of successful and completed projects undertaken. Leaders and politicians too can only validate their stay in public offices through formulation of favourable policies and supportive environment which allows and guarantees successful implementation and completion of projects for development. Project delays are a reoccurring problem and have negative impacts on project success in terms of time, cost, quality and safety. So identifying the significant factors influencing project delays is vital to minimize these impacts.

Devolution is intended to be a vehicle for development, but the rate of development projects implementation at the county levels is still deficient, despite the fact that both the national government and development partners continue to pour resources to facilitate project implementation. Failure of these projects has left a big gap that needs to be addressed (Ondari & Gekara, 2014). Some of the factors influencing project delays are: management support, contractor's capacity, supervisor's capacity and design specifications (Ondari,2013), while Kimwele & Kimani (2014) added organization structures, finance, contract management, and labor to the list. Nyambane(2014) identifies project failure among the top challenges facing devolution in Kenya and concludes that projects fail to meet the set timelines due to deficit in projects financing, county governments being overambitious on the number of projects to be implemented, and the corruption in the counties. Due to such deficits in research this study was conducted. This study sought to determine the influence of time overruns on the implementation of county construction projects, the case of Lamu County, Kenya: It sought to determine the influence of political goodwill on implementation of county construction projects, to assess the influence of budgetary allocation on the implementation of county construction projects, to examine the influence of organisation structures within the county on the implementation of county construction projects, and to find out the extent to which contract management has an influence on the implementation of county construction projects.

### **1.3 Purpose of the Study**

The purpose of this research was to examine the influence of time overruns on the implementation of county construction projects; the Case of Lamu county.

### **1.4 Objectives of the Study**

The research was guided by the following four objectives:

- i. To determine the influence of political good-will on the implementation of county construction projects.
- ii. To assess the influence of budgetary allocations on the implementation of county construction projects.
- iii. To examine the influence of organization structures within the county government on the implementation of County construction projects.
- iv. To find out the extent to which contracts management influence the implementation of county construction projects.



### 1.5 Research Questions

The study sought to answer the following research questions:

- i. How does political good-will influence implementation of county construction projects?
- ii. What is the influence of budgetary allocation on implementation of county construction projects?
- iii. How do organization structures within the county government influence implementation of county construction projects?
- iv. What is the extent to which contracts management influence implementation of county construction projects?

### 1.6 Research Hypotheses

The study was based on the following hypothesis abbreviated as **H<sub>0</sub>** and **H<sub>1</sub>**:

- i. **H<sub>1</sub>** Political good will has a significant influence on the implementation of county construction projects.  
**H<sub>0</sub>** Political goodwill will do not have a significant influence on the implementation of county construction projects.
- ii. **H<sub>1</sub>** Budgetary allocations have an influence on the implementation of county construction projects.  
**H<sub>0</sub>** Budgetary allocations does not have an influence on the implementation of county construction projects.
- iii. **H<sub>1</sub>** Organization structures in the county governments have an influence in the implementation of county construction projects.  
**H<sub>0</sub>** Organisation structures in the county governments does not have an influence in the implementation of county construction projects.
- iv. **H<sub>1</sub>** Contracts management has an influence on the implementation of county construction projects.  
**H<sub>0</sub>** Contract management does not have an influence on the implementation of county construction projects.

### 1.7 Significance of the Study

This study is expected to be of importance to project managers of the county governments in Kenya, those working with the national government and other bodies like the NGOs since it will equip them with necessary information on the factors leading to delays in projects completion and help to alleviate delays and successfully deliver projects on planned time and cost. If this is achieved, this will promote efficiency and facilitate implementation of projects.

The study is also expected to be significant to the county project contractors as it will feed them with the information on the various challenges that they expect to meet before signing contractual agreement with the county governments. This information therefore will prepare them in advance to eliminate the hurdles that can lead to projects delay.

The study will assist the county governments to identify and remove blockades in policy and create favorable environment for successful project implementation within the set timeframes. This will in turn give the county governments value for money and improved service delivery.

Finally the study is expected to benefit the future researchers and other scholars who want to advance more knowledge in this topic of determinants of projects delays and time overruns in county governments.

### 1.8 Assumptions of the Study

This study was carried with three assumptions as follows: One, the researcher assumed that the respondents could answer the questions asked faithfully (an assumption that held). Second, the researcher assumed that there could be documented information that could be available on the delayed projects that are funded by Lamu County, since the county started implementing a number of projects (an assumption that held true). The study also assumed that political goodwill, budgetary allocation, organisation structures and contract management had a significant influence on implementation of county construction projects in Lamu county; this was confirmed by the study findings.



### **1.9 Limitations of the Study**

#### **The study was limited by two issues as follows:**

The researcher found it difficult to easily access the various places where the projects have been implemented since the accessibility rates in Lamu County is poor. However, this challenge was overcome by the researcher opting to use motorbikes to access the areas not well covered with good road network. The study faced the challenge of insecurity, due to the fact that the Lamu County is among the counties that have been frequently under attacks by al-Shabaab and under a curfew. However, the researcher involved the local leaders and security bodies who provided advice on the safe times to visit various areas.

### **1.10 Delimitations of the study**

Though there are several factors that are associated with time overruns, the study only focused on four, political goodwill, budgetary allocations, organisational structures and contract management. The study chose the County Government of Lamu as the site of study since there is no such a study that has been done in this area and it was tied to the four objectives above as the guidelines for questionnaire development.

### **1.11 Definition of Significant Terms**

**Politics:** is the general behaviors depicted by people in relation to control of power, allocation and sharing of resources across the country

**Financial Resources/Budgetary Allocations:** this refers to the funds allocated for the implementation of a given project through a legal process.

**County Structures:** this refers to restructuring of an organisation into functional units for smooth delivery of services, communication and flow of information for ease of decision making.

**Contract Management:** refers to existing rules, regulations and policies governing agreements processes and the implementation and executing of the same for maximum utility and to obtain mutual satisfaction by both parties.

### **1.12 Organization of the Study**

#### **The project report is organized into five chapters as follows:**

Chapter one presents basic background information of the study, statement of the problem, purpose of the study, research objectives, research questions and hypothesis, significance of the study, assumptions, limitations and delimitations of the study. It has also given a definition of significant terms used in the study.

Chapter two contains the theories of the study and the literature reviewed. It has also been accompanied by the conceptual framework that guides the study.

Chapter three basically contains the research methodology used in the study.

Chapter four presents data analysis and interpretation while chapter five gives the summary of findings, conclusions and recommendations. Also it gives the suggested topics for future studies.

## **Literature Review**

### **2.1 Introduction**

In this chapter, literature is reviewed on concepts of political good-will, budgetary allocations, organisational structure and contractors management and it tries to link the relationship of these concepts with the rates of completion of construction projects in the County of Lamu, Kenya and from the global levels. This section has also the theory that has been used to support the study and it finally contains a conceptual framework showing the relationship between the independent and dependent variables.

### **2.2 Political Good-Will and Construction Projects Implementation**

Though normally overlooked, one of the most powerful influences of project management is the roles played by knowledgeable personnel in using power and political behavior to support implementation of projects successfully. A great number of people tend to regard political activity with a sort of repugnance, finding the actions of politics to be both personally distasteful and organizationally damaging. Indeed, political characteristics held by a project manager, political affiliations and subscriptions help by other stakeholders in the cycle of projects implementation significantly influence the rates at which projects are completed (AfDB, 2014a).

Pinto (2014) did a study called, 'Understanding the role of politics in successful project management.' In this study, he argues that, although they look very different, politics and project management are two processes that are also inextricably linked. Pinto notes that for someone to go far into projects management, he/she must understand the role of politics in organizations. It is through using the powers and following





accrued to the leaders by politics that they can push, influence of decide on the projects implemented and the times taken. He concluded that politics can influence the rate of projects implementation since it is through this politics that one can influence the type of project to be implemented, financial resources to be allocated and the people who are going to run the project.

Agu (2015) did a study on the socio-political factors affecting project planning, management through implementation in Nigeria. He asserts that, too many of the people in the project management and implementation cycle are learning and have been learning about politics the hard way, by being victimized by some individual who were or are cannier, more experienced or more ruthless than they were. Very successful project managers are keenly and vehemently aware that politics (use judiciously) can have an extraordinarily positive impact on the implementation of their projects.

In his study that focused on the factors affecting performance of constituency development fund projects in Kenya: case study of Kikuyu Constituency, Jackson (2015) argues that, the public has continuously raised questions about governance and political interference of the fund projects. This is evident when the politicians employ some members of the CDFC that are ill informed about project management and therefore put in doubt their ability to manage and govern the CDF funded projects effectively leading to delays in completion. Due to corruption and bad political good will, Jackson (2015) has shown that scenarios of some ghost projects has also become rampant phenomena in Kenya today and the question is if real time monitoring and evaluation is done to make sure that projects being implemented are on schedule without misappropriation of public funds.

Ondari & Gekara (2013) did a study and focused on an examination of the factors influencing successful completion of roads projects in Kenya. According to their findings, politics and political larders have a significant influence on the types of projects to be implemented, the time they will take to be implemented and who is picked to implement the projects. In a study that included 125 contractors working in the KeNHA road construction projects across the former provinces, the results indicated that majority (over sixty percent, 60 %) of roads construction projects delay, stalling or abort since the procurement process is not justifiable; one wonders whether there is a policy about road construction projects procurement process is supposed to be done, governance and composition of the roads construction projects to be free of arm twisting by politicians, monitoring and evaluation criterion is highly questionable as well as initiatives to help the roads project implementers improve on their capacity. In short, the concluded that the vulnerable laws have left these projects on the hands of the greedy politicians who arm twist procurement laws, M&E procedure among other procedures so that they can satisfy their greed; leading to stalling or delays in roads construction projects in the country.

Abdi (2013) did a study on the factors influencing completion rate of construction projects in devolved units in Kenya: a case of the modernization of sewage system in Wajir County. In his study, he has emphasized on the importance of politics and the community in the completion of projects. According to him, 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 increased community participation has been advocated as a way to improve the quality of public projects and services. Abdi (2013) stresses this by saying that the community can effectively participate in a project implementation if their leaders have mobilized them towards the same and have a good will towards the projects being implemented.

Msafiri (2015) asserts that political activities, actions and intentions influence the delay of roads construction projects to the tune of 62% on average in Nyanza, 72% in Kenya coast and 54% in central Kenya region. According to him, politicians have a significant influence on the type of road to be constructed, the contractors who will win the tenders, they have an influence on the funding of the projects, they have a direct influence on the procurement of various materials, the control the people to be employed and sometimes influence the rates at which the communities can accept the projects; thus influencing projects completion.

### **2.3 The Influence of Budgetary Allocations on the implementation of county Construction Projects**

Literature on the influence of financial resources and the rates of projects completion is numerous across the globe. According to UNDP (2015) financial resources are very vital in the success of any project whether small or big since it is money that can be used to hire project planning and management staff, train the staff, acquire the various equipment and other resources like technology etc. On the issue of human capita for example, World Bank (2011) argues that human capital, with proper recruitment and scrutiny, training and experience, proper working environment and many more is vital for the timely completion construction projects. There is need to have an effective project management and implementation human resource capacity in terms of quantity and quality; a fact that is greatly tied to financial investments



Dolage and Rathnamali (2013) did a study on the causes of time overrun in construction phase of building projects a case study on Department of Engineering Services of Sabaragamuwa Provincial Council. From this study, there are challenges of inadequate funding, tedious procedures that are involved in money transfer leading to delayed payments, poor contractual negotiations where the contractor with the lowest bidding value is always considered at times failing when there are cost overruns, the sources of finances are always accompanied with numerous rules and guidelines amount other factors. In an interview where 10 top contractors of various construction companies, it was found out that, delays in progress payments, delay claims (interest for the delayed payments) are not granted for the contractors in lieu of time extensions as stipulated in the conditions of contracts. Also, the salaries of technical staff of the contractors are not included in the BOQ as a management fee instead of as an integral part of the overhead; leading to interfered rates of projects completion.

Aftab (2014) did a study in Zambia on time overruns in construction projects and found out that, 70% of projects experienced time overrun in Zambia due to basic factors but financial resources topped in the list. He found out that, projects in Zambia's construction industry delay up to 10% to 30% on average annually. There are six main identified causes of projects delay. These include: delay in progress payment, change order, ineffective planning and scheduling of projects by contractors, poor site management and supervision by contractors, difficulties in financing projects by contractors and shortage of labour. These factors were found to be very critical with delayed payments being rated number one as the most cause of projects delays followed by protracted financial processes in client organization. Financial difficulties that pair the delayed release of funds by client organization came fourth with contract modification being cited as a fifth influencer.

In another similar study, Aftab *et al* (2015) did a study on the significant factors causing time overrun in construction projects of Peninsular Malaysia. In this study, they identified seventeen major factors influencing the rates of completion/implementation of the construction projects. Some of these factors include: insufficient funds from the projects clients, poor projects feasibility, poor and inappropriate construction methods, lack and incompetent representatives, inadequate contractors' experience, incompetent project teams among others. This is supported by Fugar and Agyakwah-Baah (2010) who reported that the top 10 factors influencing time overrun on projects implemented in Ghanas construction industry include: underestimating the complexity of projects, underestimation of the cost of projects, difficulty in accessing financing in form of credit from the banks, delay in honoring certificates, inadequate supervision, materials shortage etc.

Another study by Ochieng and Tubey (2013) found out 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. According to them, the problem in project finance is getting the finances in time, spending them in time and having their effects felt immediately in the project management process. In essence, the project finance problem is to obtain funds to bridge the time between making expenditures and obtaining revenues. If project implementers find it difficult to obtain the funds, the implementation process can either be delayed or fail completely.

Talukhaba (1999) cited by Abdi (2013) did a study on the factors causing construction projects delays in Kenya. In his results, he found out that: Payments to clients; Amount of funds allocated for the projects; Sources of funds; Architects instructions; Clients instructions. From these findings, it is evident that issues dealing with finances constitute a greater percentage of factors influencing the rates of completion of construction projects in the country. Kimwele & Kimani (2014) did a study and noted that delays in contractors' payment and the resulting cash-flow problems during construction; changes in design; Political interference; the issue of inflation and many more have a significant influence in the rates of projects completion at the National Housing Corporation in Kenya.

In another similar study, Frimpong *et al* (2013) did a study and found out that in Africa just like other developing countries have their projects implementations exceed the time periods. In Ghana for example, almost all the projects in 2007 to 2011 delayed the completion of the projects by 75%. The reasons/factors that led to projects exceed their time frames include: difficulties in monthly payments; contractual managements that were poor; poor procurement of materials; financial inflation; financial difficulties among contractors etc. conclusively, most African countries have limited financial resources to pay the contractors, to purchase the equipment required for projects success, to hire qualified personnel and incase of inflation, the projects suffer great setbacks of big deficits; thus failing or delaying.

Similarly, Mohammed (2012) did a study on projects delays in Nigeria and found out that poor financing and payments for completed work is a factor that influences projects delay; poor contractual managements; projects materials shortage; improper planning among others. He ranked the factors and slow financial and payment procedures scored the highest value of 75% in delaying the implementation of projects. According to him, without proper and timely funding, the project contractors could not pay the employees, they could not purchase the materials required for the job, they could not employ the required technology etc.



Owolabi et al. (2014) did a study on the projects delay causes in Nigeria. In their findings, they found out that there are seven major causes of projects delays. According to them, the five major causes of delays in projects implementation include: poor or lack of funds for projects completion, inflation rates, poor financial planning and management, corruption, and poor sources of financial mobilization. It is evident from this study that financial resources are very crucial in the implementation and completion of these projects. Similarly, a study by Apolot and Tindiwensi (2013) found out that projects time overruns in Uganda are due to a number of factors that include change of the scope of work, change of materials specifications, change of inflation rates, change of interest and insurance rates, poor monitoring, evaluation and control, incompetent and unqualified supervisors, delayed payment to contractors, fuel shortage and many more. This study indicates that financial resources have a very crucial position in influencing the implementation of projects in almost all the developed and developing countries.

#### **2.4 The Influence of Organization Structures on the Implementation of County Construction Projects**

Numerous researches have been conducted across the world in relation to organizational structures and the performance of projects and significant relationships have been documented. Aljaž (2014) did a study on the impact of the organizational structure and project organizational culture on project performance in Slovenian enterprises and found out that, the projects that were run by managers who delegated their duties to other employees effectively, controlled and coordinated the various activities in the departments effectively, maintained open communication and decentralized decision making achieved over 80% likelihood of being implemented within the set time frames.

Emeka (2016) studied the causes of delay in large construction projects in Nigeria construction industry. He shows that up to 75% of the construction projects fail to meet their targets in time in the country due to poor organizational cultures among either the project consultants, contractors or the contracting bodies/governments. In a questionnaire that was given to 50 contractors and 10 consultants, an average score of 65% was linked to issues that surrounded the organizational structures. For example, bureaucracy in among contractors and consultants made the project decision making a problem, the nature of information flow led to delays in information flow among various stakeholder leading to projects delay, centralized decision making faced rebellion from other parties in the project implementation team among others.

Megha and Bhatt (2013) did a study on the delay of construction projects in India and found out that, the nature of information flow during the project implementation, the time it takes for decisions to be made by various stakeholders, the type of leadership, the allocation and coordination of various roles and activities, the bureaucracy among the contractors and contracting bodies significantly influence the rates of projects completions. Marzouk and El-Rasas (2014) did an analysis on the delay causes in Egyptian construction projects and added that, when there is closed communication among the various parties involved in the implementation of projects, there is a proportional delay in information flow and this leads to delayed projects completion rates.

In his study on the delay analysis in construction project Dinakar (2014) has clearly shown that projects without specified flow of activities between the various implementing agencies fail up to 80% to meet their targets in time. The flow of activities included specific laid down policies, rule and regulations that are linking the various departments, communication between the departments and other stakeholders, decision making channels and many more. Mohd and Mohamad (2010) did a study on the factors and effect of delay in government construction project (case study in Kuantan). Major causes of projects delays were found to be: delays in contractors' payments; construction materials shortage; poor organizational structures linked to the activities of various departments and other stakeholders, delayed payments to subcontractors and subcontracting, change of materials in either construction or modification of projects, poor and changes in weather conditions, shortage of skilled and non-skilled manpower, delayed materials delivery, poor incentives/rewards practices etc. From this study, it is evident that the channels of communication, bureaucracy rates, origin and nature of communication influence the rates of decision making thus affecting the rate of projects implementation.

Auma (2014) did a study on the factors affecting the performance of construction projects in Kenya: a survey of low-rise buildings in Nairobi central business district and found out that, the leadership style adopted by the project managers has a significant influence on the performance of construction projects. According to her report, leadership must be raised from among the workers to aid in effectively coordinating work activities by providing the communication link between management and work crews. This provides the opportunity for upward mobility and gives motivated individuals the chance to advance professionally.

Nyangilo (2012) did an assessment of the organization structure and leadership effects on construction projects' performance. He focused on projects being implemented by the government in Nairobi; Kenya. In his study, he found out that lack of appropriate project organization structures, poor management systems and leadership are the major causes of poor project performance. Nyangilo recommends the establishment of





appropriate project organization structures and formulation of policy within the MoPW for the appointment of competent and visionary project leaders and re-training of public building project leaders on leadership skills and risk management to improve on timely service delivery.

## **2.5 The Influence of Contracts Management on the Implementation of county Construction Projects**

Though this area of contractual management and performance of projects has not been given much weight and studies by scholars and other researchers, it still has a significant influence on the implementation of projects. According to Wikipedia.com, contract management or contract administration is the management of contracts made with customers, vendors, partners, or employees. The personnel involved in contract administration required to negotiate, support and manage effective contracts are often expensive to train and retain.

From the available literature by a number of scholars, there is a significant influence of contracts management and the performance of construction projects. For example, Eriksson and Westerberg (2011) did a study on the effects of cooperative procurement procedures on construction project performance and found out that, contractual laws and regulations, contractor relationship, legal issues; among other factors have a significant influence in the implementation of construction projects. Chen and Karen (2014) add that, authorizing and negotiation of contracts between various parties involved in a project, commitment and communication lead to increased rates of projects implementation as these acts increase the relationship among the project parties.

Francois (2015) did a study on the five causes of project delay and cost overrun, and their mitigation measures and found out that, contract management is associated with 57% of failing projects in the developing countries while it is associated with 35.3% of projects failure in the USA. According to him, when parties involved in the project implementation don't have laws, regulations, legal bindings and good relationship with the contractors, the projects fail to beat the datelines since the contractors lack confidence and sometimes trust in the whole process; making them withdraw. This is supported by Toor and Ogunlana (2014)'s study on the problems causing delays in major construction projects in Thailand that found out that, there were major delays in construction projects where there were unclear policies, rules, regulations and legal bindings that govern the processes of awarding and shifting contracts.

Godfrey, Pross and Alex (2016) did a study on contract management and performance of road maintenance projects: the case of Arua Municipality and found a significant relationship between contract administration, relationship management and contract closure and performance of the maintenance projects. The researchers concluded that improved payment mechanism, controlled contract variations, improved communication channels and dispute management can improve project performance.

In Kenya, Cherotich (2014) did a study on contract management practice and operational performance of state corporations in Kenya and found out that, contract management practice have a significant influence on the performance of state corporations in Kenya. According to her, contract management practice comprises all the activities involved in the drafting, review, revision, and analysis of contracts, and the implementation of systems and use of software that are designed to enhance accurate tracking and keeping of records relating to satisfaction of contractual terms.

Reports by CMKN (2012), Investment Climate Statement (2013), Daily Nation (March 2014), Transformation Index - Kenya (2014) have revealed the importance of proper contract management and the performance of government implemented projects in Kenya. According to the reports, Kenya loses a lot of taxpayers' money to improper procurement practices, specifically because of poor contract management practices. This is common in its state corporations run projects and some of the causes include corruption, litigations, contract cancellations and substandard service or product delivery. This is supported by Kimwele & Kimani (2014) links poor performance of construction projects in Kenya to lack of regular payments and meetings between client and contractor, hence, contributing highly to substandard projects and variation. Meetings and payments made to contractors are part of contractual management section that deals with negotiations, contractor relationship, laws and regulation.

## **2.6 Theoretical Framework**

This study was guided by three theories: Organizational Theory; Agency Theory; and the Financial Distress Theory.

### **2.6.1 Organizational Theory and Organizations**

This theory studies formal social organizations, bureaucracies and their associations/relationships with the environment in which they operate; in what is also known as organizational structure (Kimweli, 2014). The organizational theory was developed out of different perspectives aimed at achieving industrial effectiveness



and bureaucracy rationalization in the 20<sup>th</sup> century. It shows that decision making process has a number of steps in choices making in an organization and each step has an overall influence on the rate at which decisions are made. Decision making process is one major element that provides an opportunity for decision making influence (Shuka, 2008).

In their work called, Organization theory: a practice based approach, Zetterquist, Müllern & Styhre (2011) have shown that structures are contained by organizations that are used to make functional units of these organizations. Studies show that every functional structure is defined into groups that contain defined products. With this structures and the dependency of each of them to produce an overall output, a number of issues arise that prevent organizations to produce rapid changes as well as deal with the demands they face. Based on this reasons, organizational decisions making process requires resources to be able to provide solutions that have value addition to the organization.

Rodrigues (2006) argues that, the nature of organizations composition is complex, plural etc and thus making sense out of them organizations are complex and plural and making sense out of them may require use of multiple perspectives and enough knowledge to be able to bear a wide range of analysis, decisions and plans without having to delay its operations. Modern organizations focus on how to increase efficiency, effectiveness and other objective indicators of performance through governing structures and controls. This theory guides in the understanding of the third research question on the extent to which organization structures influence project delays.

### **2.6.2 Agency Theory and Contracts**

Historically, contract laws in projects management and implementation are strongly tied to the ancient Greek merchants who are best known for better agreements and basic concepts of cancelling agreements (Elliot & Quinn, 2007). This theory was initially developed by Jensen and Meckling in 1976 and it postulates on frameworks that are concerned with the contractual relationships of various individuals that include stakeholders, managers, employees in an organization, etc. Its a theory that addresses incentives and information problems outside and inside an organization (Kimweli, 2014).

The model/theory is relevant to this study since this agency theory deals with the problems caused by contractual conflicts. The theory shows that different interested parties in a project for example give different conflicting interests between the partners e.g. the contractors and project funding agencies. The theory shows that these conflicts can either result in either parties or one sabotaging the whole process; delaying the expected outcomes (Elliot & Quinn, 2007). Therefore, this theory is very timely and applicable to this study since parties like the politicians, government, county heads etc are vital in projects implementation and success.

### **2.6.3 Financial Distress Theory and Finances**

This theory aims at establishing the factors leading to a firm's decline in its financial performance (Correia, & McNichols, 2011). A number of studies in this theory indicate that financial stress is the inability of organizations to pay for the services or implementation materials delivered. Finnerty (2013) asserts that projects delays are normally hampered by financial distress and limitations that from time are common in developing countries; thus a basic guide for this study.

According to Kimweli (2014), organizations with high cost projects are supposed to be able to be able to finance these projects and when this is not possible, then projects are delayed. This theory is therefore important when addressing the financial factors influencing project delays. Project delivering organizations experience financial constraints either due to late funding, poor financial estimations and late release of project funds. This theory guides in the understanding of the second research question on the extent to which finances/budgetary allocations influence project delays.



**2.7 Conceptual Framework**  
**Independent variables**

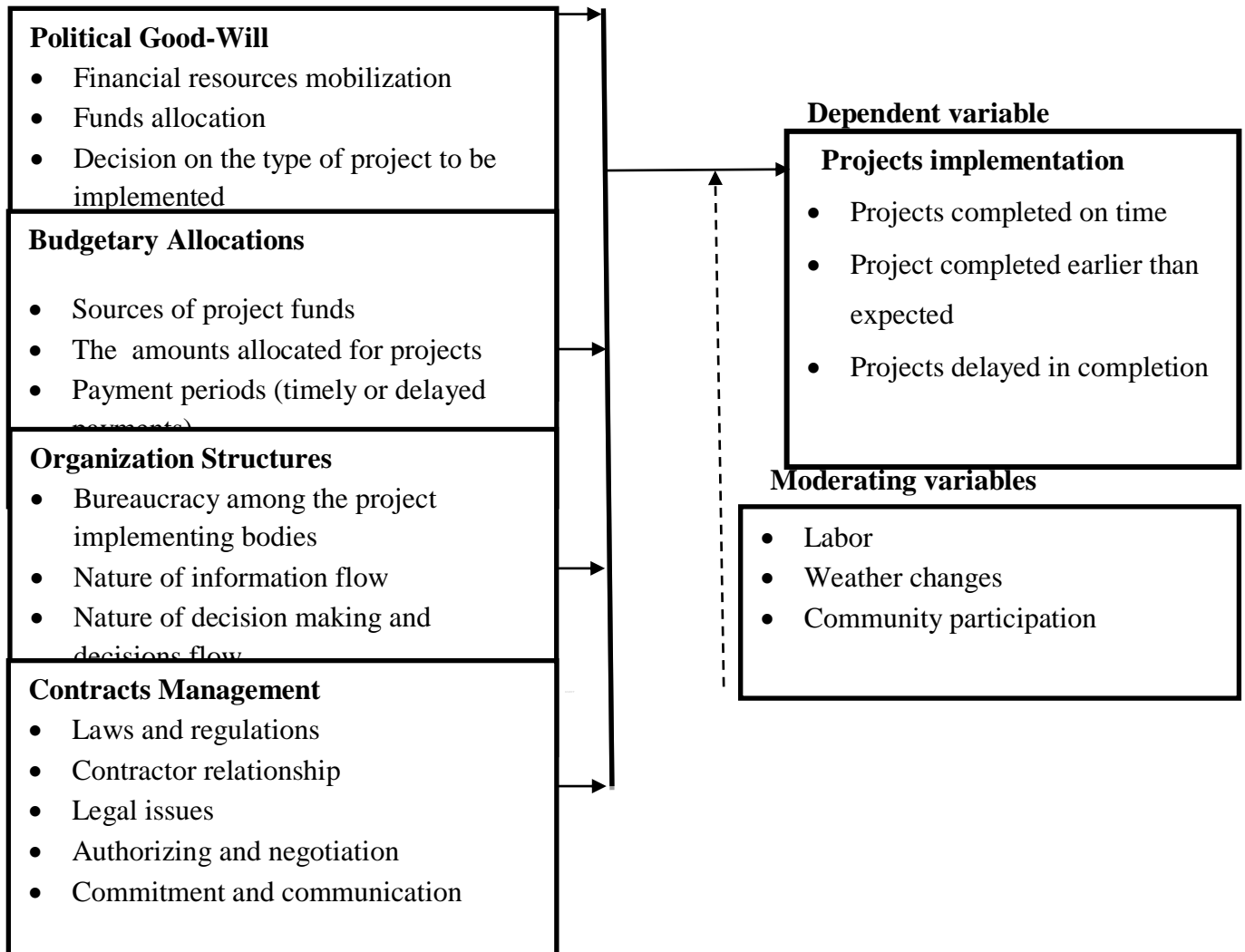


Figure 1: Conceptual Framework

Figure1 shows the relationship between the dependent and independent variables of the study.

The dependent variable is project implementation , which could be affected by other factors, independent variables, in this case: political goodwill, budgetary allocation ,organizational structures and contract management. Each variable has its outcomes, upon which the questionnaire questions were based on.

**2.8 Summary of chapter three**

From the reviewed literature, it is evident that across the globe projects have failed to meet the datelines due to a number of factors that include: poor projects planning and management, insufficient funds, poor contractual management, poor climatic conditions among other factors. The research focused on four major objectives that made the themes of discussion and this included: political good-will, budgetary allocations, organizational structures and contract management.



## Research Methodology

### 3.1 Introduction

This chapter presents the study methodology.

### 3.2 Research Design

This research was based on a descriptive research design. This design was preferred for this study and seen as the most suitable as it brought out information on attitudes that would be difficult to measure using observational techniques from the various individuals involved in construction projects implementation in Lamu County. Furthermore, it's the study adopted by other studies in this area.

### 3.3 Target Population

A report by the County government of Lamu (2017) has shown that there are a number of projects that have been implemented by the county government but the following projects were not completed on time: the water projects at Kiwayu and Kizingitini Island, Faza hospital and Witu health centre, operating theatre at Faza, a number of ECD classes (8) across the county that were not completed in time, four major roads done by the county government, and all the Information Communication and Technology (ICT) centres across the county, as these were among the projects which had stalled for more than 14 months. The study therefore focused on these projects only and drew its target population from the people who were involved in these projects from initiation to delivery. These are the contractors who were contracted to implement these projects and the various employees of the county government who were directly involved in implementation of these projects, obtained from the Finance, Procurement, Strategic Planning, works and Infrastructure, and individual user departments. Information obtained from the County government Project implementation status report, 2017 shows there were 21 employees in the Finance department, 15 employees in the procurement department, 2 engineers and 5 supervisors in the works department, 4 employees in strategic planning department, 12 project managers and 11 significant constructors who were involved in construction of these projects, between July, 2014 and June, 2017. Therefore the total target population of this study was 70 respondents as demonstrated in table 3.1 below.

Table 3.1 Target Population

Respondents' Nature	Total	Percentage
County government employees	59	84%
Contractors	11	16%
<b>Total</b>	<b>70</b>	<b>100%</b>

### 3.4 Sample Size and sampling procedure

For this study, the sample is given by the Yamane formula of 1976 as shown below:

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

n = Desired sample size when population is less than 10,000.

e= sampling error

N = Population size

At 95% confidence level, the sampling error is 0.05. Therefore the desired sample is:

$$N = \frac{70}{1 + 70(0.05)^2} = 60$$

Stratified sampling was used to select these respondents as shown below:

Table 3.2 Sample Population

Respondents' Nature	Total (N)	Nx0.8571
County government employees	59	51
Contractors	11	9
<b>Total</b>	<b>70</b>	<b>60</b>

### 3.5 Data Collection Instrument

The data for this research used primary data. Questionnaires were used because the population was literate and able to comprehend the questions. It was appropriate since respondents could even take their time





and respond comprehensibly. Such information was best collected using questionnaires as recommended by Mugenda and Mugenda (1999). In order to improve the response rate and quality of data gathered, the researcher administered the questionnaires personally and picked the questionnaires once completed.

### **3.5.1. Piloting of Instruments**

The research instruments were piloted among 10 respondents to check on the flow of questions, measure ease of response, and reaction from respondents. Suggestions made were taken before finalizing their development.

### **3.5. 2. Validity of the Research Instrument**

Content validity was used to measure how the instrument used for the study was suitable and how much it could give the desired results. NGOs that are involved in community projects implementation in the county were contacted assigned the questionnaire to check their suitability, and fellow students who have defended their masters projects and two university lecturers were also subjected to the instrument. Their views and opinions given were incorporated and used to better the questionnaire.

### **3.5.3 Reliability of the Research Instrument**

Mugenda (2003) says that reliability is concerned with estimates of the degree to which a research instrument yields consistent results after repeated trials. The questions prepared were pre-tested before being self-administered to the respondents. The researcher pre-tested the questionnaire with 10 respondents from the various employees who have handled projects funded by the county government in the neighbouring Kilifi County to check on the validity and reliability of the data collection instrument. Cronbach alpha is the basic formula for determining the reliability based on internal consistency (Cronbach, 1951). The standard minimum value of alpha of 0.6 is recommended (Gupta, 2004), as the minimum level for item loadings. Higher alpha coefficient values means there is consistency among the items in measuring the concept of interest. Therefore, using the Cronbach formula, a value of alpha of 0.6 was considered as a minimum measure of the instruments reliability; but in this case the study achieved a value of 0.75 that was considered good for the study.

### **3.6 Data Collection Procedure**

In this study, a questionnaire was used to collect primary data. The questionnaire was prepared on the basis of a review of literature in Kenya about determinants of time overrun in projects. Data collection tools were piloted among 10 respondents and suggestions made before finalizing their development. The researcher sought permission to collect data from the County Government of Lamu authorities. The researcher also got a letter of introduction from the University of Nairobi, Mombasa Campus; introducing her to the respondents and other relevant bodies and leadership organs. Also, the researcher visited the targeted respondents, used research assistants to access some other respondents, and e-mailed questionnaires to some respondent who were not easily accessible for one on one questionnaire filling. Necessary prior appointments were made and the researcher emphasized that the information given would specifically be used for the study and it will be private and confidential and that names would not be necessary.

### **3.7 Data Analysis**

The questionnaires was received and sorted out to separate those fully filled and thus valid for the study from those that did not meet the researchers expectations. Data processing was carried out through editing, coding and classification. Data collected was analyzed using both quantitative and qualitative methods with the help of (SPSS) version 20.2. The hypothesis was tested by the use of Chi-square test.

### **3.8 Ethical Considerations**

All government and county authorities were informed prior to the study to avoid suspicions and resistance from the community members. Consent was sought from the respondents whose participation in this study was voluntary. The information they provided was treated with utmost confidentiality. Privacy and dignity of the respondents were considered during the research. Names of the respondents were not exposed and codes were used instead.

## **Data Analysis, Findings and Interpretation**

### **4.1 Introduction**

This chapter presents the findings of the study. It also gives the implication of the findings on the basis of the objectives. The information regards issues relating to the influence of time over runs on the implementation of county construction projects; a case of Lamu county, Kenya.



#### 4.2 Questionnaire Return Rate

The Questionnaire return rate indicates the percentage of the questionnaires that were filled up and returned by the respondents. The returned questionnaires were as analysed below.

	Questionnaires target	Return rate
Finance Department	16	13
Procurement Department	13	11
Strategic Planning Dept	4	2
Works &Infrastructure	7	7
User Departments	10	9
Contractors	10	8
<b>Total</b>	<b>60</b>	<b>50</b>

The researcher distributed sixty questionnaires to the employees of various departments and the return rate of them was as shown above. This shows that 83.3% of the questionnaires were returned hence sufficient for data analysis in this research topic. This response rate is excellent and representative of the target population as noted by Mugenda and Mugenda (2003) which stipulates that a response rate above 70% is excellent while a rate of 60% is good and 50% is adequate for analysis and reporting.

#### 4.3 Demographic Characteristics of the Respondents

The respondents were asked to indicate their gender, age bracket, highest level of education achieved, and the department worked and the results were given as indicated in the tables 4.1, 4.2, 4.3 and 4.4 below

Table 4.1: Social-demographic characteristics of respondents based on sex, age bracket, education level, departments worked

Social-demographic infor	Category	Frequency	Percent (%)
Gender			

The findings in table 4.1 indicate that majority of respondents were men, 60% with a numerical value of 40. The study shows dominant age group to be (30-39 yrs) representing 40% with a numerical value of 20. The study unveiled majority of the respondents to be diploma holders, 40%, closely followed by degree and certificate holders with a 20% respond rate each, for highest level of education. Study findings also show majority of the respondents, 52% representing a numerical value of 26 worked at Treasury department, which holds finance, strategic planning and procurement. This is followed by Lands, Infrastructure&water department, and the contractors, with 18% and 16% each, respectively.

Table 4.2 Age Bracket

Year Bracket	Frequency	Percent (%)
<b>Valid</b> 20-29 yrs	15	30
30 -39yrs	20	40
40-49yrs	10	20
Over 50 yrs	5	10
<b>Total</b>	<b>50</b>	<b>100.0</b>



Table: 4.3 The Highest Level of Education Achieved

	Position Served	Frequency	Percent (%)
<b>Valid</b>	Secondary school	5	10
	Certificate level	10	20
	Diploma	20	40
	Degree	10	20
	Others	5	10
	Total	50	100.0

As indicated in table 4.3, majority of the respondents who participated in the study had a diploma level of education (40%) followed by those with certificate and degree education at 20% each and later on those with secondary and other forms of education concluded at 10% each.

Table 4.4 Departments Worked at

	Ministry	Frequency	Percent (%)
<b>Valid</b>	Contractors	8	16
	Lands, Infr & Water	9	18
	Communication & ICT	2	4
	Education, Youth & Gender	2	4
	Treasury(finance/proc/S.plan)	26	52
	Agriculture & Irrigation	1	2
	Health & Environment	2	4
	Total	50	100.0

Majority of the respondents came from the treasury department/ministry that represented 52% of the respondents. Lands, Infrastructure, urban planning & Water followed at 18%. Contractors were next with 16%, while Communication & ICT, and Education, Youth & Gender, and Health departments contributed 4% each. Agriculture & Irrigation gave the least with 1 respondent who represented 2% of the total sample population.

#### 4.4 Evidence on Projects that have had Time Overruns

Respondents were asked whether they had participated in projects that were faced with time overruns. This was followed by questions that required them to give reasons and the responses were summarized as follows:

Table 4.5: Response on Time Overrun Projects

	Response	Frequency	Percent (%)
<b>Valid</b>	Yes	48	96
	No	2	4
	Total	50	100.0



Responses indicated that an overwhelming majority of 96% of the respondents has in one way or the other participated in projects that were faced with delays. The major reasons that were given included: delayed financial resources allocation and budgeting, continuous adjustments from the initial plans, poor community involvement and participation, poor top management commitment due to politics or political interests of some groups of people, geographical logistics, poor projects communication, coordination and planning among other numerous factors. However those who did not participate in a project that was faced with time overrun did not give many reasons except saying that the county government was committed in implementing such project.

#### 4.5 Political Goodwill and Projects Implementation Influence

Respondents were asked whether they supported the idea that political good-will of the politicians and other people in leadership in Lamu County influenced the rates at which projects were completed and the following responses were arrived at with various reasons.

Table 4.6. Response on Political Good-will and Rates of Projects Completion

Response		Frequency	Percent (%)
Valid	Yes	40	80
	No	10	20
	Total	50	100.0

The results indicated that majority of the respondents (80%) supported the idea that politics plays a major role in the rates of completion of projects in the county. Those who supported the idea argued that, politicians both at the county government level and even from the national level determined the amount of money allocated for a given development projects, the time the projects should commence and end, the sites/locations of these projects, the contractors to be engaged, the local people who should be employed in these projects and many more. This is a true picture on the ground since it was observed that projects that stalled are mostly implemented in regions where the locals are perceived not to be in good terms with the county government politicians/leaders, or lack high vocal presentation at both county and national level.

#### 4.6 Budgetary Allocations and the Rates of Construction Projects Implementation

With specific reasons, respondents were asked on average whether financial resources allocation to various construction projects in Lamu County influenced their completion and the results arrived at were as shown in table 4.7 below:

Table 4.7 Response on Budgetary Allocation and Rates of Projects Completion

Response		Frequency	Percent (%)
Valid	Yes	47	94
	No	3	6
	Total	50	100.0

Majority of the respondents (94%) indicated that budgetary allocation significantly influences the rates of projects completion in the county. Reasons include: the amount of financial resources allocated to a particular project; the time taken for these finances to be released; the estimates made over time and inflation rates; the time taken for the contractors to be paid and many more.





#### 4.7 Organization Structures and the Rates of Construction Projects Implementation

Respondents were asked whether in their own views they thought that organization structures (the way decisions are made and information flow) within Lamu county have an influence on the rates of implementing the construction projects in the county and the following results arrived at.

Table 4.8 Organization Structures and Construction Projects Implementation

Response		Frequency	Percent (%)
Valid	Yes	44	88
	No	6	12
Total		50	100.0

From the field report, majority of the respondents (88%) supported the idea that organizational structures influenced the rates at which construction projects were implemented in the county. Some of the reasons given included; organization decisions making, information flow, bureaucracy, relationship between various departments and various stakeholders was chore in projects implementation.

#### 4.8 Contracts Management and the Rates of Projects Implementation in the County

Respondents were asked whether in their own views they thought that contracts management between Lamu county and other stakeholders involved in procurement has an influence on the rates of implementing the construction projects in the county and the following results were arrived at.

Table 4.9 Response on Contracts Management and Rates of Projects Completion

Response		Frequency	Percent (%)
Valid	Yes	40	80
	No	10	20
Total		50	100.0

80% of the respondents who made the majority in this response indicated that contractual management and contracts handling significantly influence the rates at which projects are implemented in the county. This was supported by reasons like: contractual laws and regulations; contractual relationships; commitment and communication have significant influence. However, 20% of the respondents did not support the idea and argued that contract management doesn't determine the rates of projects completion since they only require to be availed with the sequence of the rules and procedures governing the contract for them to perform.

#### 4.9 Rating of the Various Time Overrun in Projects Implementation in the County

On a rating scale where 1=strongly disagree, 2=disagree, 3=weakly support/neutral/fairly agree, 4=disagree and 5=strongly agree; respondents were asked to rate the extent to which the following variables influenced the rates of completion of county projects and results in tables 4.11, 4.12, 4.13 and 4.14 below



Table 4.10 Extent of Influence of Political Goodwill on Projects Implementation

Information sought	Level of Agreement				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Financial resources mobilization by politicians and other people in leadership in the county government influence the implementation of construction projects and their rate of completion.	0	0	13	14	23
	0	0	26.0%	28.0%	46.0%
Funds allocation by various bodies in charge of funding construction projects in the county government of Lamu influences their rates of implementation and completion.	5	8	5	17	15
	10.0%	16.0%	10.0%	34.0%	30.0%
Decision on the type of project to be implemented by politicians and other leaders in the county influence the rates at which construction projects are completed in the county government of Lamu.	4	8	15	15	8
	8.0%	16.0%	30.0%	30.0%	16.0%
Decisions on contracts awarding and procurement by interested politicians and leaders in the county government influence the rates of projects completion.	5	7	12	15	11
	10.0%	14.0%	24.0%	30.0%	22.0%
Control of the locals to be employed on the projects by the local leaders and influential politicians influences the rates at which projects are completed	6	10	12	14	8
	12.0%	20.0%	24.0%	28.0%	16%

A greater percentage of the respondents (46.0%) strongly supported the idea that financial resources mobilization by the politicians and other people in leadership in the county for the implementation of construction projects influence their rates of completion while 28% and 26% of the respondents supported the idea and fairly supported the idea respectively. On the other hand, over 64% of the respondents supported the idea that funds allocation by various bodies in charge of funding construction projects in Lamu county influences their rates of implementation followed by 10% who fairly supported the idea. The response from the field also indicated that majority of the respondents supported (30%) and fairly supported (30%) the idea that decision on the type of project to be implemented by politicians and other leaders in the county influence the rates at which construction projects are completed in the county. This was followed by those respondents who strongly supported this idea as represented by 16%. Also, on average over 55% of the respondents supported the idea that decisions on contracts awarding and procurement by interested politicians and leaders in the county influence the rates of projects completion followed by 24% of the respondents who fairly supported the idea. Only 14% and 10% of the respondents did not agree or strongly disagreed with the statement. Finally, 16% of the respondents strongly agreed with the idea that control of the locals to be employed on the projects by the local leaders and influential politicians influences the rates at which projects are completed, 28% agreed, 24% weakly agreed, 20% disagreed while the remaining 12% of the respondents strongly disagreed with the idea.



Table 4.11 Extent to which Budgetary Allocation Influence Projects implementation

Information sought	Level of Agreement				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Sources of project funds influences the rates at which construction projects are completed in Lamu county.	4 8.0%	4 8.0%	4 8.0%	24 48.0%	14 28.0%
The amounts allocated for projects influences the rates at which construction projects are completed in the county government of Lamu.	4 8.0%	9 18.0%	10 20.0%	11 22.0%	16 32.0%
Timely payments of the contractors and other stakeholders involved in the construction projects implementation affects the rate of project completion in the county government of Lamu.	1 2.0%	10 20.0%	15 30.0%	12 24.0%	12 24.0%
Underestimation of the cost of projects by the contractors and other stakeholders involved in projects implementation influence the rates of completion of the construction projects in the county government.	4 8.0%	7 14.0%	11 22.0%	18 36.0%	10 20.0%
Delayed payments of the contractors and other stakeholders involved in the construction projects implementation	7 14.0%	9 18.0%	13 26.0%	10 20.0%	11 22.0%

Majority of the respondents (48%) agreed with the idea that sources of project funds influence the rates at which construction projects are completed in Lamu County, followed by 28% who strongly agreed with the idea while the rest shared 8% each. On the other hand, majority of the respondents (32%) strongly agreed with the idea that the amounts allocated for projects influences the rates at which construction projects are completed in Lamu County, followed by those who agreed with the idea (22%), those who fairly agreed with this idea (20%) then those who disagreed at 18% and finally those who strongly disagreed at 8%. Over 48% of the respondents supported the idea that timely payments of the contractors and other stakeholders involved in the construction projects implementation, followed by those who fairly supported the idea (30%) while the remaining 20% disagreed and 2% strongly disagreed respectively. The idea that read, underestimation of the cost of projects by the contractors and other stakeholders involved in projects implementation influence the rates of completion of the construction projects in the county, attracted majority of the respondents (56%) who agreed followed by 22% who fairly agreed with the idea and the least number of the respondents did not agree with the statement (14%). Finally, 22% of the respondents strongly agreed with the idea that delayed payments of the contractors and other stakeholders involved in the construction projects implementation influence the rates of projects completion. This was followed by 20% of the respondents who agreed with the idea, 26% who fairly agreed, 18% who disagreed and 14% who strongly disagreed. Conclusively, majority of the respondents supported ideas in this objective.



Table 4.12 Extent of County structures Influence on Construction Projects Time Overrun

Information sought	Level of Agreement				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Bureaucracy among the project implementing bodies influences the rates at which the projects are implemented.	7 14.0%	8 16.0%	6 12.0%	12 24.0%	17 34.0%
Nature of information flow influences the rates at which projects are implemented.	9 18.0%	13 26.0%	13 26.0%	6 12.0%	9 18.0%
Nature of decision making and decisions flow has a significant influence on the rates at which projects are implemented	4 8.0%	10 20.0%	13 26.0%	12 24.0%	11 22.0%
Nature of activities coordination within the various departments and among various parts involved in projects implementation in Lamu county influence the rates of completion of the construction projects.	6 12.0%	6 12.0%	17 34.0%	9 18.0%	12 24.0%

34% of the respondents strongly agreed with the idea that bureaucracy among the project implementing bodies influences the rates at which the projects are implemented, 24% of these respondents agreed with this idea, 16% disagreed, followed by 14% who strongly disagreed and finally 12% who weakly agreed. 18% of the respondents strongly disagreed with the idea that the nature of information flow influences the rates at which projects are implemented, 26% disagreed, 26% fairly agreed, 12% agreed while the remaining 18% strongly supported this idea. On the other hand, 22% of the respondents strongly agreed with the idea that the nature of decision making and decisions flow has a significant influence on the rates at which projects are implemented, 24% agreed, 26% fairly agreed, 20% disagreed while the remaining 8% strongly disagreed with this idea. Finally, majority of the respondents (34%) fairly agreed with the idea that the nature of activities coordination within the various departments and among various parts involved in projects implementation in Lamu county influence the rates of completion of the construction projects, followed by 24% who strongly agreed with the idea, then 18% who agreed with the idea, while the rest shared 12% each.

Table 4.13 Contracts Managements Influence on Projects Implementation

Information sought	Level of Agreement				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Laws and regulations regarding the contracts from the county government influence the rates at which the projects are implemented.	4 8.0%	5 10.0%	7 14.0%	14 28.0%	20 40.0%
Contractor relationship with the county government officials influences the rates at which the contractors complete the construction projects.	5 10.0%	7 14.0%	6 12.0%	18 36.0%	14 28.0%





Legal issues binding both the county government and the contractors influence the rates at which the construction projects are completed.	2	10	18	11	9
	4.0%	20.0%	36.0%	22.0%	18.0%
Authorizing and negotiation by the county government employees influences the rates at which projects are implemented.	6	6	7	21	10
	12.0%	12.0%	14.0%	42.0%	20.0%
Commitment and communication between the contractors and county government employees in charge of projects influences the rates at which construction projects are implemented	4	7	8	17	14
	8.0%	14.0%	16.0%	34.0%	28.0%

Over 64% of the respondents supported the idea that contractor relationship with the county government officials influences the rates at which the contractors complete the construction projects, while 12% of these respondents fairly supported this idea, 14% did not support it while the remaining 10% strongly disagreed with this statement. The idea that legal issues binding both the county government and the contractors influence the rates at which the construction projects are completed, attracted 4% of the respondents who strongly disagreed with it, 20% who disagreed with the idea, 36% who fairly agreed with the idea, 22% who agreed with the idea and the rest 18% strongly agreed with the idea. On the other hand, majority of the respondents (over 62%) supported the idea that authorizing and negotiation by the county government employees influences the rates at which projects are implemented. This was followed by 14% of the respondents who fairly supported the idea and the rest shared 12% response. Finally, over 62% of the respondents supported the idea that commitment and communication between the contractors and county government employees in charge of projects influences the rates at which construction projects are implemented, while 16% of the respondents fairly supported the idea with 14% not supporting and 8% strongly disagreeing with the idea.

## Summary of Findings, Discussion, Conclusions and Recommendations

### 5.1 Introduction

In this chapter, the findings of this study are summarized alongside the discussions and conclusions. Next recommendations are given based on the findings and conclusion. Finally suggestions are made for future research.

### 5.2 Summary of the Findings

The aim of this study was to examine the Influence of Time Overruns in the Implementation of County Construction Projects; the Case of Lamu County, Kenya. The research was based on the following objectives: to determine the influence of political good-will in the implementation of County construction projects; the case of Lamu county, Kenya ; to assess the influence of budgetary allocations on the implementation of County construction projects; the case of Lamu county, Kenya ; to examine the influence of organisation structures within the county government on the implementation of County construction projects; the case of Lamu county, Kenya; and to find out the extent to which contracts management influence the implementation of County construction projects; the case of Lamu county, Kenya.

Research findings show that of the 60 targeted respondents 50 of them responded representing 83.33% response rate considered adequate to constitute a basis for valid conclusion.

With regard to the first objective that sought to find out how political good-will influence the implementation of County construction projects; the case of Lamu county, Kenya ; majority of the respondents (80%) supported the idea that politics plays a major role in the rates of completion of projects in the county. Those who supported the idea argued that, politicians both at the county level and even from the national level determined the amount of money allocated for a given development projects, the time the projects should commence and end, the sites/locations of these projects, the contractors to be engaged, the local people who should be employed in these projects and many more. On a rating scale, a greater percentage of the respondents (46.0%) strongly supported the idea that financial resources mobilization by the politicians and other people in leadership in the county for the implementation of construction projects influence their rates of completion while 28% and 26% of the respondents supported the idea and fairly supported the idea respectively. On the



other hand, over 64% of the respondents supported the idea that funds allocation by various bodies in charge of funding construction projects in Lamu county influences their rates of implementation. Also, on average over 55% of the respondents supported the idea that decisions on contracts awarding and procurement by interested politicians and leaders in the county influence the rates of projects completion followed by 24% of the respondents who fairly supported the idea. Only 14% and 10% of the respondents did not agree or strongly disagreed with the statement.

With regard to the second objective that sought to assess the influence of budgetary allocations on the implementation of County construction projects; the case of Lamu County, Kenya, majority of the respondents (94%) indicated that budgetary allocation significantly influences the rates of projects completion in the county. Reasons include: the amount of financial resources allocated to a particular project; the time taken for these finances to be released; the estimates made over time and inflation rates; the time taken for the contractors to be paid and many more. On a rating scale, majority of the respondents (48%) agreed with the idea that sources of project funds influence the rates at which construction projects are completed in the County Government of Lamu, followed by 28% who strongly agreed with the idea while the rest shared 8% each. On the other hand, majority of the respondents (32%) strongly agreed with the idea that the amounts allocated for projects influences the rates at which construction projects are completed in the County Government of Lamu, followed by those who agreed with the idea (22%), those who fairly agreed with this idea (20%) then those who disagreed at 18% and finally those who strongly disagreed at 8%. Over 48% of the respondents supported the idea that timely payments of the contractors and other stakeholders involved in the construction projects implementation, followed by those who fairly supported the idea (30%) while the remaining 20% disagreed and 2% strongly disagreed respectively etc.

With regard to the third objective that sought to examine how organisation structures within the county government influence the implementation of County construction projects; the case of Lamu county, Kenya , majority of the respondents (88%) supported the idea that organizational structures influenced the rates at which construction projects were implemented in the county. On a rating scale, 34% of the respondents strongly agreed with the idea that bureaucracy among the project implementing bodies influences the rates at which the projects are implemented, 24% of these respondents agreed with this idea, 16% disagreed, followed by 14% who strongly disagreed and finally 12% who weakly agreed. 18% of the respondents strongly disagreed with the idea that the nature of information flow influences the rates at which projects are implemented, 26% disagreed, 26% fairly agreed, 12% agreed while the remaining 18% strongly supported this idea. On the other hand, 22% of the respondents strongly agreed with the idea that the nature of decision making and decisions flow has a significant influence on the rates at which projects are implemented, 24% agreed, 26% fairly agreed, 20% disagreed while the remaining 8% strongly disagreed with this idea.

Finally, the fourth objective sought to find out the extent to which contracts management influences implementation of County construction projects; the case of Lamu county, Kenya. From the responses, 80% of the respondents who made the majority in this response indicated that contractual management and contracts handling significantly influence the rates at which projects are implemented in the county government. This was supported by reasons like: contractual laws and regulations; contractual relationships; commitment and communication have significant influence. On a rating scale, over 64% of the respondents supported the idea that contractor relationship with the county government officials influences the rates at which the contractors complete the construction projects. The idea that legal issues binding both the county government and the contractors influence the rates at which the construction projects are completed, attracted 4% of the respondents who strongly disagreed with it, 20% who disagreed with the idea, 36% who fairly agreed with the idea, 22% who agreed with the idea and the rest 18% strongly agreed with the idea. On the other hand, majority of the respondents (over 62%) supported the idea that authorizing and negotiation by the county government employees influences the rates at which projects are implemented. Finally, over 62% of the respondents supported the idea that commitment and communication between the contractors and county government employees in charge of projects influences the rates at which construction projects are implemented, while 16% of the respondents fairly supported the idea with 14% not supporting and 8% strongly disagreeing with the idea.

### **5.3 Discussion of the Findings**

Based on the responses from the field findings, a number of researches in the literature reviewed by a number of researchers have conquered with these findings. For example, in relationship to the first objective that sought to determine how political good-will influence the implementation of County construction projects; the case of Lamu county, Kenya, majority of the respondents (80%) supported the idea that politics plays a major role in the rates of completion of projects in the county. Those who supported the idea argued that, politicians both at the county level and even from the national level determined the amount of money allocated for a given development projects, the time the projects should commence and end, the sites/locations of these projects, the



contractors to be engaged, the local people who should be employed in these projects and many more. In agreement to these findings from the literature reviewed is Ondari & Gekara (2013) who did a study and focused on an examination of the factors influencing successful completion of roads projects in Kenya. According to their findings, politics and political leaders have a significant influence on the types of projects to be implemented, the time they will take to be implemented and who is picked to implement the projects. Abdi (2013) stresses this by saying that the community can effectively participate in a project implementation if their leaders have mobilized them towards the same and have a good will towards the projects being implemented.

With regard to the second objective that sought to assess the influence of budgetary allocations on implementation of County construction projects; the case of Lamu County, Kenya, majority of the respondents (94%) indicated that budgetary allocation significantly influences the rates of projects completion in the county. On a rating scale, majority of the respondents (48%) agreed with the idea that sources of project funds influence the rates at which construction projects are completed in the County Government of Lamu, followed by 28% who strongly agreed with the idea while the rest shared 8% each. On the other hand, majority of the respondents (32%) strongly agreed with the idea that the amounts allocated for projects influences the rates at which construction projects are completed in the County Government of Lamu, followed by those who agreed with the idea (22%), those who fairly agreed with this idea (20%) then those who disagreed at 18% and finally those who strongly disagreed at 8%. According to UNDP (2015) financial resources are very vital in the success of any project whether small or big since it is money that can be used to hire project planning and management staff, train the staff, acquire the various equipment and other resources like technology etc. Also, Aftab (2014) did a study in Zambia on time overruns in construction projects and found out that, 70% of projects experienced time overrun in Zambia due to basic factors but financial resources topped in the list.

With regard to the third objective that sought to examine how organisation structures within the county government influence implementation of County construction projects; the case of Lamu county, Kenya, majority of the respondents (88%) supported the idea that organisational structures influenced the rates at which construction projects were implemented in the county. On a rating scale, 34% of the respondents strongly agreed with the idea that bureaucracy among the project implementing bodies influences the rates at which the projects are implemented, 24% of these respondents agreed with this idea, 16% disagreed, followed by 14% who strongly disagreed and finally 12% who weakly agreed. 18% of the respondents strongly disagreed with the idea that the nature of information flow influences the rates at which projects are implemented, 26% disagreed, 26% fairly agreed, 12% agreed while the remaining 18% strongly supported this idea. According to Nyangilo (2012) who did an assessment of the organization structure and leadership effects on construction projects' performance found out that lack of appropriate project organization structures, poor management systems and leadership are the major causes of poor project performance. Nyangilo recommends the establishment of appropriate project organization structures and formulation of policy within the MoPW for the appointment of competent and visionary project leaders and re-training of public building project leaders on leadership skills and risk management to improve on timely service delivery.

Finally, the fourth objective sought to find out the extent to which contracts management influence the implementation of County construction projects; the case of Lamu county, Kenya. From the responses, 80% of the respondents who made the majority in this response indicated that contractual management and contracts handling significantly influence the rates at which projects are implemented in the county. On the other hand, majority of the respondents (over 62%) supported the idea that authorizing and negotiation by the county government employees influences the rates at which projects are implemented. Finally, over 62% of the respondents supported the idea that commitment and communication between the contractors and county government employees in charge of projects influences the rates at which construction projects are implemented, while 16% of the respondents fairly supported the idea with 14% not supporting and 8% strongly disagreeing with the idea. From the literature review, Francois (2015) did a study on the five causes of project delay and cost overrun, and their mitigation measures and found out that, contract management is associated with 57% of failing projects in the developing countries while it is associated with 35.3% of projects failure in the USA. According to him, when parties involved in the project implementation don't have laws, regulations, legal bindings and good relationship with the contractors, the projects fail to beat the datelines since the contractors lack confidence and sometimes trust in the whole process; making them withdraw. This is supported by Toor and Ogunlana (2014)'s study on the problems causing delays in major construction projects in Thailand that found out that, there were major delays in construction projects where there were unclear policies, rules, regulations and legal bindings that govern the processes of awarding and shifting contracts.

#### **5.4 Conclusions**

From the study's findings, it can be concluded that, politics and political goodwill has a significant influence on the rates of projects completion. The politicians decide the amount of money to be allocated to



various projects, the time periods that this money should take to reach the project implementers, the site/location of the projects, the priority projects and many more. They further influence the people to head/lead these projects, the contractors to be awarded contracts, the people to be employed and many more.

Also, it can be concluded that the budgetary allocations from both the national and county governments have a significant influence on the implementation and completion of projects. Besides the amount of money allocated, other factors like the time period taken for this money to be released, the source of the money and the relationship between the funding bodies and the projects implementers are significant.

Besides, the research concludes that county governance structures have a significant influence on the rates of projects completion. For example, information flow, decisions making, employee's management have a significant role to play in relation to projects implementation and completion in the county.

Finally, the research concludes that contracts management significantly influences the rates at which projects are completed by counties. The laws, rules and regulations that govern the contract awarding process, the people to award the contracts, the stakeholders to be enjoined in the contractual process and the time periods of paying the contractors is very important in determining the time projects are completed.

### 5.5 Recommendations

Based on the conclusion drawn in section 5.4, the researcher makes the following recommendations:

First, the county governments should come up with policies that separate projects from the personal interests of the politician and local leaders. Also, the national government should try as much as possible to lay down rules and regulations that assign very important projects more value over politics. This will help the counties implement, complete and transfer major development projects without much delay due to selfish interests of the politicians.

Secondly, the researcher recommends that both the national and county government should allocate sufficient amount of money that is meant to implement community development projects like hospitals, roads, ECECs and many more. The county government must partner with other donors and development partners like World Bank and African development banks to get alternative funding for projects implementation.

Thirdly, the county should have open channels of information flow from either bottom to top and better relationship management between the county employees and other stakeholders like the national government, donors, development partners, contractors etc.

Finally, the researcher recommends that strict rules, laws and regulations should be developed to manage the relationship between the county government procurement body and the various contractors for better results. This should include better communication between these parties.

### 5.6 Suggestions for Further Research

The researcher recommends that future research should be undertaken in other counties in the coast region to ascertain whether such factors outlined above also influence the rates of projects completion.

The researcher also recommends for a research to be done examining the influence of community participation on construction projects implementation in devolved units in Kenya.

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