

**CHALLENGES FACING DEVELOPMENT OF NATIONAL POLICE  
SERVICE HOUSING PROJECTS IN KENYA: A CASE STUDY OF  
NATIONAL POLICE SERVICE HOUSING PROJECTS IN NAKURU  
COUNTY HEADQUARTERS**

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**DECLARATION**

This research project is my original work which has not been presented to any other institution.

Sign..... Date.....

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**ODL/BDS/7/00093/3/2015**

**DECLARATION BY THE SUPERVISOR**

This project has been submitted with my approval as University Supervisor

Sign.....Date.....

**Mr. BROWN KITUR**

### **DEDICATION**

I dedicate this research project to Sergeant Tito Kiragu and my wife Mrs. Lornah Ngetich for their overwhelming support and friends whose encouragement and moral support enabled me to conquer all odds to complete my studies. I also dedicate this project to The Management University of Africa for providing me with a conducive learning environment.

### **ACKNOWLEDGEMENT**

I wish to humbly express my heartfelt gratitude to the almighty God for the gift of life and providence throughout my studies at The Management University of Africa.

Finally I am humbly indebted to my supervisor for the guidance, patience and positive criticism which enabled me to produce a precise work. I also wish to acknowledge both commissioned and non-commissioned officers who contributed to the success of this project.

## **ABSTRACT**

The identification of factors which are necessary for successful implementation of projects is of great importance to many institutions and organizations. The overall goal of this study was to examine the factors affecting implementation of the projects in the Kenya National Police Service. The specific objectives was; To establish the effect of project financing, project planning, government policies and feasibility study on implementation of housing projects in the Kenya National Police Service. The study adopted system theory, resource-dependence theory and normalization process theory. The study adopted a descriptive survey design. The design facilitated the collection of information on factors affecting implementation of housing projects in the Kenya National Police Service. The target population for this study was 42 commissioned officers in Nakuru County Police Headquarters. Commissioned officers are involved in the study since they are directly involved in the implementation of Police Housing projects. Considering the target population is small, the researcher used census sampling technique where all 42 commissioned officers were considered for the study. A pilot-test was conducted in the neighboring Uasin Gishu County police Service Headquarters in Eldoret where four (4) questionnaires was randomly distributed to both commissioned and non-commissioned officers. Questionnaires were developed into structured questions. Data analysis was done using descriptive statistics such as frequencies and percentages. Presentation of the results was done in form of tables, charts and graphs which facilitate clear interpretation of results which assisted in drawing of the conclusions and recommendations. From the findings the researcher concluded that late disbursement of funds delays the implementation of housing projects in the National Police Service Kenya. Bureaucracy in financial management negatively affects the implementation of housing projects in the National Police Service Kenya. The researcher further concluded that lack of planning leads to incorrect assumptions and poor project execution. From the findings the researcher recommended that government should enact and implement policies and procedures which create an environment that is conducive for the development of police housing project, this will remove barriers during the implementation of police housing project. The researcher recommended that there should be clear channels of communication which allow effective flow of information along the hierarchy

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## **ACRONYMS AND ABBREVIATIONS**

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

## **OPERATIONAL DEFINITION OF TERMS**

<b>Client</b>	This refers to the natural or legal person for whom a structure is constructed or alternatively the person or organization that took the initiation of the construction. In this study the Inspector General of Police is the client.
<b>Contractor</b>	This refers to the person or organization contracted to construct the housing project.
<b>Project</b>	This refers to a planned activity that is completed for a period of time with an intention to accomplish a particular goal.
<b>Implementation</b>	This is the systematic process of ensuring a project is accomplished as planned.
<b>Project financing</b>	This refers to the long-term financing of infrastructure and industrial projects based upon the projected cash flows of the project rather than the balance sheets of its sponsors
<b>Project planning</b>	Project planning is a procedural step in project management, where required documentation is created to ensure successful project completion.
<b>Government policies</b>	This refers to rules and regulations that determines how projects are implemented, they include building codes, environmental laws, land use regulations which increase and generate substantial costs.
<b>Feasibility study</b>	The measure of how well a proposed system solves the problems, and takes advantage of the opportunities identified during scope definition and how it satisfies the requirements identified in the requirements analysis phase of system development

## **CHAPTER ONE**

### **INTRODUCTION OF THE STUDY**

#### **1.0 Introduction**

In this chapter, the study comprises of background of the study, objective of the study, significance, limitations and the scope of the study.

#### **1.1 Background of the Study**

According to the Project Management Institute (PMI) project is a temporary endeavor which is carried out to build a unique product, service or outcomes. Temporary shows that a project has a certain beginning and an end. A project is termed successful if the client's problem is solved; the project is delivered on time, within the expected scope and budget. Implementation is the execution or carrying out the activities that were described during the planning phase (Kerzner, 2013). The successfulness of a project is normally weighed by the degree by which the present targets set by the client are achieved, additionally whether it achieves the role anticipated to meet adequately and if it gives solution to the noted challenge in the stipulated time brackets, cost and accepted quality. To meet the purpose, effective project planning control will be required through the application of project management systems (Muchungu, 2012). The close Supervision is carried out after the completion of a project. The drive of the close supervision is to evaluate how the goals of the project have been archived successfully, effective and keeping the track. The close supervision is an evaluation and review of the accomplished working solution. It will be performed after a period of live running, sometime post the completion project. (Alston, 2009).

For several years the crisis of police housing has been a matter of concern for serious and continuous debate in the National Assembly and the police formation cycle in all this debates one major solution is the agitation for the provision of resources to fund the adequate and decent houses for the police set to ease pressure on police officer who in the past have been forced to share accommodation unit owing to an acute house crunch. The former inspector General of Police lauded the government following the treasury allocation of Ksh 1.2 billion to the housing corporation towards the development of 2000 housing unit across the country by the end of Financial Year in June 2014, saying "It was part of police welfare". That will motivate the police to work well. Most of the police officers are not discharging duties

properly due to the poor working environment they operate from (Republic of Kenya Budget estimate June 2014/2015 and Business Daily- Sunday sep 6, 2013)

According to the Kenya National Human Rights Commission (2015), officers of junior ranks in the Police Service resides in police lines for ease of mobilization. Officers in higher ranks are free to rent accommodation outside the Stations. So far, the following have been accomplished according to the report: 1,534 housing units completed, 43 office blocks built, 2,140 housing units leased, 15 office blocks leased, 520 projects on housing units are ongoing, 16 projects on administration block are ongoing and 10,983 officers are housed. Nevertheless, 28,255 officers have not been offered institutional housing and thus are forced to make their personal arrangements for the same. This presents challenges to delivery of their task as some stay in very poor housing units within the police stations/lines. These poor housing conditions greatly affect the morale of the police officers.

According to IPSOS (2016), in the 2013-2014 financial year, the government allocated Kshs.2 billion for rapid development of 2000 housing units through the National housing corporation but in the year 2014-2015 financial year, the funds were directed to the ministry of Lands, Housing and Urban development. The report found an unclear mode of funds disbursement for Police housing projects. This has consequently derailed Police housing projects. There seems to be shifting responsibility towards the construction of Police houses.

For instance, in 2014, the budget policy statement proposed that the National Government could construct 18000 housing units for the National police services. However, in the 2015 budget policy statement, it was stated that the National Youth Service will construct 15000 units for the National Police Service (NPS) in the 2015-2016 financial year. In addition, Independent Police Oversight Authority (IPOA) has recommended that the housing allowance for police officers should be enhanced taking into consideration the current market forces and applicable rates should be based on the location of Police offices. IPOA also recommends that far flung and remote areas where housing for renting may not be readily available, the government should consider constructing houses using cheap locally available and cost effective materials and appropriate technologies. The Kenyan government claims to be on track to complete the construction and upgrading of 27 000 housing units for the National Police service Kenya.

### **1.1.1 The National Police Service Kenya**

The Police Service is composed of the Kenya Police service and the Administration police service. There is established the office of the Inspector General of police and currently under the leadership and command of the second Inspector General of police March 11, 2015 National Police Service Act (No. 11A OF 2011)

The Kenya Police has its small beginnings in the period between 1887 – 1902, tracing its foundation on the Imperial British East Africa (I.B.E.A.) Company, and a businessman Sir William McKinnon, who in the interest of his business found it necessary to provide some form of protection (security) for his stores. The current Kenya Police Service was established as a British colonial force in 1907. From the period between 1887 to 1902 policing was provided by the East African trading company (E.A.T.C) IN 1906 the police ordinance was established to create a new force in 1907 and the current Kenya Police name came into effect in 1920. The colonial force was made mainly of British and Indian recruits as senior officers and Africans among the lower ranks (WR Foran The Kenya Police 1887-1960).

The Kenya Police service is founded under the provisions of an Act of Parliament known as the Police Act, Chapter 84 of the Laws of Kenya. The Police Service is composed of the previous Kenya Police and the Administration Police. The service is headed by the Inspector General of Police. The Police Act (2006) offers for the roles, organization and discipline of the Kenya Police service and the Kenya Police Reserve, and for matters incidental thereto (Kenya Police Act 2006 & Kenya Police Service Act).

According to section 14 of the Act, the Police service is founded in our Nation to carry out the roles that follows; · Maintenance of law and order, the preservation of peace the protection of life and property, the prevention and detection of crime, the apprehension of offenders and the enforcement of all laws and regulations with which it is charged Kenya Police Service 2006 (Sec 57). A fully functioning police service is vital for maintenance of peace, provision of security, and enforcement of the law. In the past two decades the security scheme worsened to a level where the government failed to assure safety to the public and their property. This arose as a result of low morale, lack of skilled labor, insufficient resources, political interference and endemic corruption in the service (Waller, 2010, CHRI 2006). The efficiency enforcement of law, the keeping the public safe, and assuring protection of life and property are basic to growth of economy and the formation of a

conducive environment for private sector-led growth and development Kenya Police Act 2006 (Sec 57).

Emerging issues as to the issuing of good policing service comprises, but not limited to the delayed response to the scene of crime, merely low rates of prevention and detection of crime, Poor management of scenes of crime, police under strength, with a police to population ratio of 1:1150, inadequate proper HRM dogma and schemes, Lack of autonomy, Poor terms and conditions of service, inadequate resources Long and bureaucratic purchasing process in securing security equipment. The sole cause of dysfunctional policing is the adverse shortage of resources with which the police must contend (Amnesty International 2013). The drive of executing devise efficiently is to provide ameliorated performance. Police service ought to own its schemes for tracking performance and taking corrective action where possible. This procedure will be amplified by a continual emphasis on performance against.

Every target involving those in regard of crime and policing, emphasizes on performance ought to advance and unincreasingly be analyzed to safeguard performance where possible. Frequent consultation with central shareholders should be vital to highlight any difficulty against ameliorating performance and handling them efficiently. Where quality of service to the citizens fail to attain anticipated levels, the government will look to the Inspector General to take steps which necessitate to put this right. Such intervention should not be regarded as a challenge to operational independence, but the acceptance of a responsibility at all levels of the service. The Police Service should therefore be accountable to the public and law (Lundman 2010).

## **1.2 Statement of the Problem**

Police Service Housing Project is part of the police reform program which among other objective is aimed to improve the welfare of the security forces (Capital Business and Tech. may 12 2014). To Date the Police Service is faced with various challenges and this range from corruption which hinders construction and success of the police housing project. Over a time the top police management and the officials from the ministry of Interior and Coordination of Government along with the officials from the Housing Corporation collude and instead of allocating resources for the proposed police housing units they are induced to become involved in bribery and corruption (Rancer & Womack, 1997).The top police management and officials from the Ministry of Interior and Coordination of Government to engage in corruption in the expense of police housing project is inevitably greater where there



is a perception that the risk of detection and penalty is relatively low (Amnesty International. Police 2013). The government has initiated housing projects for police officers in order to improve their welfare and terms of service. However, despite resources being allocated to the project, it seems that there are implementation issues and many of such projects has not yet been completed. Police officers in the country continue to live in poor housing conditions which affect their morale and performance of duty resulting to possible increased incidences of corruption. Hence the study sought to establish factors affecting implementation of housing projects in the Kenya National Police Service.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objectives**

The overall goal of this study was to examine the factors affecting implementation of the projects in the Kenya National Police Service. The specific objectives are: -

#### **1.3.2 Specific Objectives**

- i. To establish the effect of project financing on implementation of housing projects in the National Police Service in Nakuru County Headquarters.
- ii. To examine the effect of project planning on implementation of housing projects in the National Police Service in Nakuru County Headquarters.
- iii. To assess the effect of government policies on implementation of housing projects in the National Police Service in Nakuru County Headquarters.
- iv. To determine the effect of feasibility study on implementation of housing projects in the National Police Service in Nakuru County Headquarters.

### **1.4 Research Questions**

- i. To what extent does project financing affect implementation of housing projects in the National Police Service in Nakuru County Headquarters?
- i. To what extent does project planning affect implementation of housing projects in the National Police Service in Nakuru County Headquarters?
- ii. To what extent does government policies affect implementation of housing projects in the National Police Service in Nakuru County Headquarters?
- iii. To what extent does feasibility study affect implementation of housing projects in the National Police Service in Nakuru County Headquarters?

### **1.5 Significance of the Study**

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

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

### **1.6 Scope of the Study**

The study focused on factors affecting implementation of housing projects in the National Police Service Kenya. The target population for this study was 42 commissioned officers in the National Police Service Nakuru County Headquarters. Commissioned officers are involved in the study since they are directly involved in the implementation of Police Housing projects.

### **1.7 Chapter Summary**

Chapter one is used to present the background of the study, statement of the problem and objectives of the study. It also presented the research questions, significance of the study and the scope of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

The chapter emphasizes on the previous studies carried out in the area. Review of empirical Literature, Theoretical review, summary and gaps as well as conceptual framework. The section gives light to the study from previous researchers and the main studies on challenges facing police service housing project development.

#### **2.1 Theoretical Review**

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

##### **2.1.1 System Theory**

Bertalanffy (1962) delineates systems theory to be a working hypothesis, the major role of it is to give a theoretical model for describing, forecasting and controlling a certain occurrence. Hartman (2010) observed that the entire firm involves processing of inputs and outputs with internal and external systems and subsystems that is of importance in giving a profitable overview of every organization. Police housing projects need a functional system to manage their projects well. Rousseau (2015) proposes that systems must be monitored since failure in one of the system leads to failure in the other. System theory attains intuitions in communication Specifically influential on institutional communication, systems theory describes why people form groups, where every one is a scheme and part of the greater scheme. It emphasized on the entire system and not on its sections, and how the sections communicate to have impact on the entire scheme.(Rancer & Womack, 1997)

This theory sights that within a formal framework, an institution is a social system which consist of persons who unite to draw resources, people and finances to produce products. Every institution comprises of meeting out inputs and outputs with internal and external systems and subsystems which is supportive in giving a purposeful outline of every institution. Police housing project requires good governance systems so as to safeguard transparency and responsibility. The theory perceives an institution to be a social system

comprising of persons who collaborate within a formal framework, using resources, individuals and finances to give profits. Community participation in community based projects ought to give effective management of their projects to maximize outputs (Caws, 2015). Whereas the theory stresses research question one (which pursues to unmask the impacts of good or poor governance in the functioning of the police housing project, the theory sought to explain the important function that governance performs as section of the general system which builds project.

### **2.1.2 Resource-dependence theory**

Penrose in 1959 discovered the Resource-dependence (RDT) theory. He claims that it is the heterogeneity and not the homogeneity of the profitable services from its resources which give every corporate its unique character. The concept of corporate 's resource heterogeneity is the foundation of the RDT. RDT gives a possible description how corporate mobilize resources (Barney, 2003). The theory further states that the core to institutional survival is in its aptitude to get and maintain resources from its parameters. It employs two hypotheses in reviewing sources of competitive benefits. To start with, the theory has a hypothesis that the corporate in an industry may be heterogeneous in regard to the availability of resources in their control. The second hypothesis is that the heterogeneity of resource may last for a time since the resources spent in implementing corporate's strategies fail to be perfectly moveable across firms (i.e., most of the resources may fail to be marketed in factor markets and are difficult to accumulate and imitate) Kozlenkova, Samaha & Palmatier, (2014).

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

The RBT of the corporate gives an optional view to assist explain way a firms might advance, grow, and flourish in resource-constrained environments. It proposes that every firm is unique in its idiosyncratic relation to the resource environment. The different of a firm result

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

### **2.1.3 Normalization Process Theory**

The Normalization Process Theory (NPT) was advanced in the United Kingdom by Professor Carl May and Dr Tracy Finch in association with a host of national and international colleagues. The drive of NPT is to explain and comprehend the procedures of inventions or interventions to be a routine in project management. It emphasizes on the task which has to occur on the execution invention on the daily practice (May, 2006). NTP is a socio-behavioral theory emphasized on the 'social institutional of the task (executional), of building exercises routine factors of daily life (embedding) and of withstanding embedded exercises in their social contexts (integration)' (May, 2009). It investigates the 'execution procedures' in the projects of the community to validate the factors affecting worthy modifications in exercise. The theory comprises of four building blocks which describe the institutional of the task performed, and suggests that, for a complex involvement to be routine everyday practice, the following mechanism should be considered; coherence ('what is the work'), cognitive involvement ('who does the work'), collective action ('how does the work get done') and reflexive monitoring ('how is the work understood') (Finch, 2009). These build ups are not linear, but iterative and interrelated. Drivers of change include persons, institutional, political and economic factors (Grol & Wensing, 2014). Procedural appraisal of complex interventions may specify contextual factors connected with exercise modification. The theory is vital to the study because it pursues to establish the impact of monitoring and evaluation on sustainability of the projects, executing and evaluating complex interventions, new technologies, and business processes in police housing projects and demanding. NPT may be utilized in supporting the work of execution and evaluation of complex interventions(May C, 2009)

## **2.2 Review of Empirical Literature**

### **2.2.1 Project Financing and implementation of housing projects**

Saisi, Ngahu & Kalio (2015) conducted a study on financial factors influencing successful completion of construction projects in Egerton University Kenya. More specifically the study required to determine the influence of access to infrastructure capital on success completion

of the aforesaid projects. The study was conducted in Egerton University, that is among the pioneer public universities in Kenya. Descriptive survey research design was employed. The study targeted staff members attached to the management/administration, project management, accounting/finance, and auditing departments of Egerton University. Stratified random sampling method was adopted to draw respondents from the target population. A structured questionnaire was employed to gather primary data from the sampled respondents. Data was processed and reviewed with the use of the Statistical Package for Social Sciences. Both descriptive and inferential analyzes were carried out. The study findings were presented in form of statistical tables. The study established that the relationship between access to infrastructure capital and successful completion of construction projects was positive and very strong.

Mbabazize (2017) conducted a study on the function of project resource availability on project success in banking industry in Rwanda. The target population of 132 was used composing of project manager and the project team derived from the human resource, information technology, customer care, finance, credit departments as well as selected staff from 14 branches. Primary data was collected using structured questionnaires. A sample size of 42 was used. The data was then analyzed using inferential statistics in order to get the relationship between variables. The study established that improving resource availability have statistically significant role on MIS project success in the Banking Industry in Rwanda.

Adek (2016) conducted a study to establish the determinants of successful projects implementation of infrastructure projects in devolved units in Mombasa County. Descriptive research design was adopted for the study. Purposeful sampling was used in accordance to the characteristics the elements in the population possess. The research targets managers/employees handling county development projects in Mombasa County. Data was collected using a structured questionnaire which was administered personally, via e-mails, enumerators and pick them after they had been filled. Data was coded and analyzed using the SPSS. The findings indicated that stakeholders have an influence in the implementation of infrastructural projects in

Mombasa County, management plays a role in the success or failure of Infrastructural projects implementation through allocation of resources and giving directions. Capital and personnel are central resources in the implementation of infrastructural projects in Mombasa County, and the role of governance through the politicians and local leaders cannot be ruled out as far as infrastructural projects implementation in the county is concerned.

Anyango (2016) conducted a study to investigate the factors that determine effective implementation of health projects in Gedo region of Somalia. The specific objectives was to how financial support influence project implementation. The study adopted descriptive research design in an attempt to investigate the factors that determine effective project implementation. The target population of this study was 55 employees of World Vision working under health projects in Gedo region of Somalia. The study found that there was enough financial support for project implementation at World Vision Somalia thus effective project implementation since finances are essential in the running of a project initiative in terms of facilitating execution of implementation tasks.

Alam, (2010) conducted an empirical analysis of the determinants of project finance. The study used a pure-play approach to measure unobservable project cash flows for a sample of 440 US and non-US firms that invested in 577 projects. The findings indicated there is proof that the probability of project finance is increasing in cash flow volatility difference between firms and project cash flows. The study further, found out that firms are likely to choose corporate finance for low correlation and low and same volatilities among firms and project cash flows.

### **2.2.2 Project Planning and implementation of housing projects**

Umulisa, Mbabazize and Shukla (2015) conducted a study to determine impact of project resource devising exercises on performance of the project of Agaseke project in Kigali, Rwanda. The main objective of this study was to appraise the impacts of Project strategic devising on project performance. Specific objectives of the research were to determine the effects of human resources planning practices on Agaseke project service quality, to review the effects of financial resource devising practices on the Agaseke project and to analyze the effects of Material and time resource devising practices for timely execution of Agaseke project. The research design to this study uses a Cross-sectional study design that adopts both quantitative approach. The target population of the study is entire women who are members of Agaseke Project in the city of Kigali in Kicukiro, Gasabo and Nyarugenge districts estimated to be 3,800 women. Purposive sampling technique was employed for a target group of 400. The study revealed that there existed team work in the project and that project members were trained on handcraft making. Financial resource planning practices were found to influence the project performance. Practices such as budgeting, forecasting and having plans for money generation were found to exist in the project.

Shenhar (2013) conducted a study to ascertain the association amid project devising and the success of project. The study is focused on data from more than a hundred defense research and development projects performed in Israel and involves a review of the statistical correlation amid the two sets of variables. The outcomes propose that project success is insensitive to the level of execution of management processes, which are supported by digital computerized machines and project management training.

Farooque (2014) conducted an empirical study on Project planning and performance. The study tries to develop a tool to weigh the elements of project devising and performance and investigate their managerial inferences. Factor review and Pearson coefficients of correlation have been employed for this drive. Nine factors make up the linkage amid project devising and performance. Conformance to necessities which emerge to be more essential amid them, and then aspects like sound devising and the perceived criteria of project success consecutively.

Jallow, (2014) carried out an empirical study of the complexity of necessities management in construction projects. The study pursued an in-depth review on the recent approach of managing client necessities in buildup and to identify the important aspects, that lead to the complexity of managing the necessities in defining the best approach. A case study was done principally by use of semi -participant observations supplemented with other qualitative data gathering techniques like interviews, questionnaires and document analysis. Thematic analysis was employed to analyze the data. The findings identified major factors connected with the complexity of managing client necessities information, which encompasses: mechanisms for documentation, storage and access, distribution of necessities information amid shareholders and across lifecycle phases of a project, traceability management and the delivery of effective modifiable management incorporating dependency checking and impact analysis

Nguyen (2016) conducted a study on devising in software project management of software companies in Vietnam. Evaluation of Project findings was done by five criteria: general success, qualitative benefits (like ameliorating project team aptitude, improving the image of the company financial profits), financial advantages, time and costs. In the framework, devising performance is affected by human, technical and management aspects. Both quantitative and qualitative analysis were employed to investigate the association highlighted in the conceptual framework. 80 software projects in 65 software companies in Vietnam were



reviewed. This data was gathered majorly by survey. The outcomes of the study showed that, they lacked more essential variances amid software projects basing on size, type and ownership. Little projects had better scheduling, less budget excess, and better insubstantial advantages like ameliorating project team capacity, improving the image of the company among others, as compared to bigger projects.

### **2.2.3 Government policies and implementation of housing projects**

Addo & Choudhury (2012) carried out a study on factors affecting execution of development projects. This study assesses how some important factors influence the implementation rate of projects. The study results show that project size, clarity of objectives, external funding, and political conditions are significant determinants of the rate of implementation.

Muigai (2015) sought to investigate the factors that influence the use of monitoring and evaluation systems of public projects in Nakuru County. The study concentrated on four parameters: Influence of level of training, budgetary allocation, influence of stakeholder's involvement and influence of politics on effective monitoring and evaluation of public projects in Nakuru. The target population for the study comprised project management heads in charge with monitoring and evaluating the devolved public projects within Nakuru County. Descriptive survey research design was employed with a sample size of 208 where stratified random sampling procedure was applied. Primary data was collected using questionnaires while secondary data was analyzed using both qualitative and quantitative techniques. The findings indicated that budgetary allocation was moderately correlated with effective monitoring and evaluation

Macueve (2016) conducted a study to analyze challenges and opportunities of the Implementation of e-Government Initiatives. Empirical data was collected from 123 individual interviews and observations as primary data collection sources. The study was conducted in three provinces of Mozambique and took place during the period between 2005 and 2007. Empirically, this relation between ICT and development is analyzed within the context of the broader strategy in Mozambique of public sector reform and development, and three particular e-government projects currently ongoing are studied. The three projects studied included: the electronic Land Management Information System, the State Financial Management Information System and the Government Network. The findings revealed that Formulated rules provide the enabling (and constraining) conditions that shape the development and use of e-government applications.

Olumoye and Govender (2017) conducted a study to examine factors which affect the successful execution of integrated e-Government in a certain sector, in specific housing and urban development sector (HUDA) in Nigeria. To finish this, they employed a quantitative research approach basing on a conceptual framework, which is founded in the technology-organization-environment framework and drivers-barriers model. They administered Questionnaires to the officials of the 5 public sector institution included in assigning building licenses to the public to get their opinions. The review exposed that the aspects which affect the integrated e-Government execution in Lagos, Nigeria, relate to technological, institutional, and aspects of the environmental, involving advantages and obstacles highlighted.

Pradhan (2017) conducted a study to appraise the efficiency of dogma execution by delineating dogma, exercises, and performance and feedback loop to share the learned lessons. Water conservancy projects in Luliang County and the agricultural diversity program in Longyang County in Yunnan Province were reviewed from a farmers' viewpoint. They noted that, farmers depend highly on government dogmas and projects, and the efficiency of dogmas is weighed by short-term, prompt, and tangible profits and not long-term adaptation stratagems. The findings identify the urgent necessity to lower peril by coming up with better knowledge concerning climate change and drought and its effects, elevated comprehension on dangers of drought, and execution of suitable strategies for long-term adaptation.

#### **2.2.4 Feasibility Study and implementation of housing projects**

Jonsson (2012) conducted a study to determine the feasibility analysis procedures for public projects in Iceland. The major aim of this thesis is to benchmark recent exercises within the official sector in Iceland against best exercises and suggest modification if needed. This study encompasses a qualitative case study of early reports on six construction projects in Iceland: The findings indicated that the recent methodology of performing feasibility reviews in the conception phase of public projects in Iceland differs significantly.

Jebrin (2017) conducted a study to determine the theoretical strategic approach in the feasibility study. The contents of this effort purposed to establish a new comprehension of the meaning concerning the principles of feasibility study to the approach of stratagem in performance and competitiveness in project management according to the notion of the (Espoused Theory)

Shahin and Dabestani (2011) conducted a study to determine the feasibility study of the execution of total quality management based on soft factor. A framework was developed for the TQM soft factors basing on analysis of the literature and correspondingly, questionnaires were designed and disbursed to the workforce of an engineering service company as the sole enablers of ameliorating the efficiency of TQM. The outcomes suggest that dedicated leadership, closer patron affiliation, benchmarking and process amelioration have the most correlations amid the TQM soft factors. Training becomes the sole aspect which fail to correlate to other soft aspects. Leadership also has the largest value between the soft aspects.

Odoyo (2013) conducted a study to determine the factors impacting execution of community projects at Kimira – Oluch smallholder farm amelioration project in Homa Bay. County, Kenya. A case study research design was employed to gather data from 3,000 households in the project's area of coverage. The study determined that: natural occurrences like floods and daily coordination of events were sole causes of delay as supported by 57.9% and 56.2% of the respondents correspondingly.

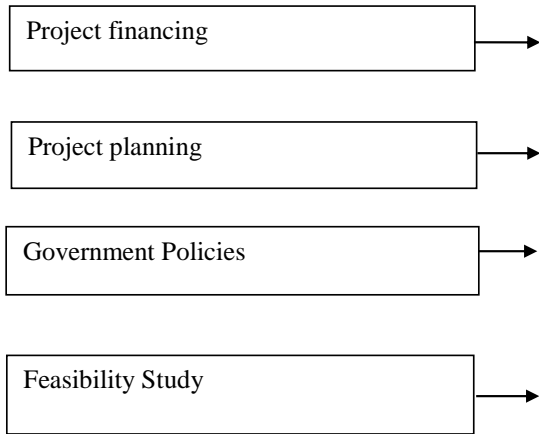
### **2.3 Summary and Research Gap**

More has been written on functioning and specifically the weighing elements of it in upcoming nations in continent and in other continents. Good performance in the section of security creates steadiness for economic growth and thus neglecting such a fundamental area would destabilize development. The literature review proposed that empirical research is limited on organizational functioning in the public security sector and mostly, the police and they only cover the constable level and is majorly on weighing performance in different organization other than the police Reiner (1998).

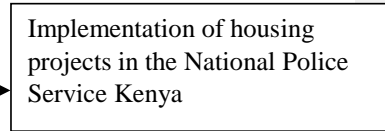
The literature review on the government initiative on police reforms presented research which was carried out to determine what was not being undertaken well by the police as an entire department but not why the work failed to be performed properly, thus the poor performance in section of security is still an area of more emphasis. (Liker and Meier 2006; The study wanted to establish factors affecting execution of the projects in the National Police Service Kenya.

## 2.4 Conceptual Framework

### Independent Variable



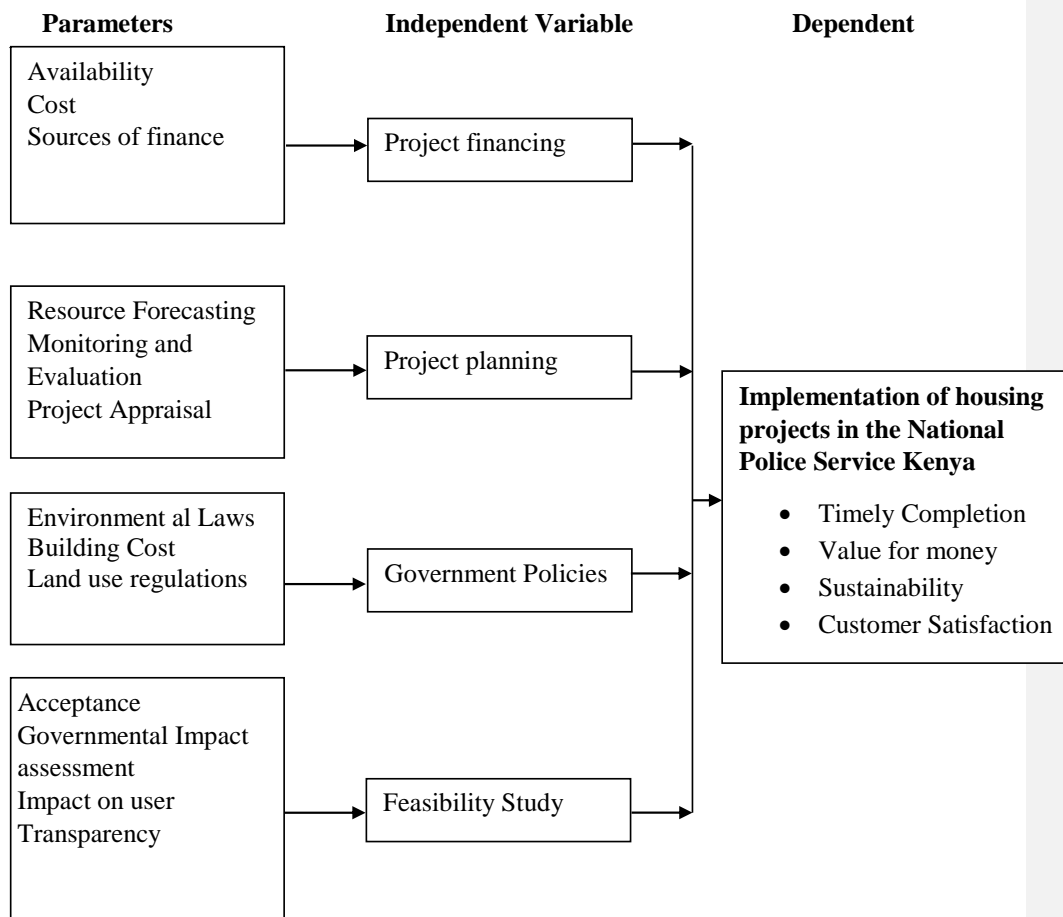
### Dependent Variable



**Figure 2. 1: Conceptual Framework**

## 2.5 Operational Framework

Serakan (2003) demarcates a conceptual framework as a logically advanced network of interrelationships between variables deemed to be the integral part of the dynamics of the situation being examined.



**Figure 2.2: Operational Framework**

### 2.5.1 Project Financing

The emphasis on financing police lodging ventures is on line thing planning on zero based planning and expert must be allowed by the best police administration level before any buys are made under a particular spending things. Financing police houses has not been decentralized back to the county and this is a greater test to the developments of police housing projects

### **2.5.2 Project Planning**

Project planning is the push to formalizing basic leadership exercises through deterioration, verbalization and defense. The concocting system gather involves those methods completed to decide the aggregate extent of the exertion and refine the destinations, and build up the game-plan required to accomplish those targets. Absence of arranging is probably going to prompt off base presumptions and ill-conceived execution; the modify requires to settle these slip-ups will more often than not go through huge parts of undertaking time. Arranging forms build up the task project planning. Arranging forms are not just taken toward the start of the undertaking, yet in addition are they assessed and reexamined whenever of the venture, because of changes that occur anytime amid the task. Keeping in mind the end goal to give compelling and precise data concerning exercises plan, cost, asset accessibility, dangers, innovation, arranging procedure ought to be refreshed about the progressions and endorsements on evolving.

### **2.5.3 Government policies**

Government policies including construction standards, ecological laws, arrive utilize directions which increment and create generous expenses. The administration strategies may completely disregard classes of venture guidelines or utilize inadequately planned approaches that can't separate the free impacts of interest and supply. A piece of this expansion in cost is ascribed to expanded land costs caused by government directions swelled land and advancement costs thusly decreases add up to lodging supply and in numerous purview, adds to reasonableness issues and because of this strategies move toward becoming casualties of conditions because of little spending allotment which can't bear to purchase arrive for working task improvement

### **2.5.4 Feasibility Study**

Feasibility study are the most utilized research apparatus. Tragically, general measures, necessities, or aides on achievability think about outline are absent. The point of any possibility considered is to inspect and additionally assess the conceivable future achievement or disappointment of imminent undertakings. Plausibility thinks about are expected to give information. In view of this information, the possible go/no go choice is made

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

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

#### **3.1 Research Design**

Kothari, (2004) delineates a research design as the preparation of events for gathering and analysis of data in a manner which purpose to integrate relevance to the research drive, reasonable time and cost. Descriptive survey design was employed in this study. Descriptive research majorly deals with affiliations which exist, events which occur, ongoing processes, attitudes which are held or developing trends. The design facilitated the collection of data on factors affecting implementation of housing projects in the National Police Service Nakuru County Headquarters.

#### **3.2 Target Population**

A population is delineated as a set of individuals, services, elements, and events, group of things or households under investigations. (Given, 2008.). Target population is certain population about which information is desired. Population studies are more representative since all individuals have equivalent opportunity to be involved in the final sample which is drawn. The target population for this study was 42 commissioned officers in Nakuru County Police Headquarters. Commissioned officers are involved in the study since they are directly involved in the implementation of Police Housing projects. The table below shows a list of commissioned officers per department.

**Table 3.1: Target Population**

Department	Commissioned Officers
Administration Police	11
Security of government building	3
Kenya Police Dog Unit	6
Traffic Police department	7
Criminal Investigation department	9
Railways Police department	6
Total	42

**Source: Nakuru National Police Service Records (2018)**

### **3.3 Sample and sampling technique**

The sampling plan describes how the sampling unit, sampling frame, sampling procedures and the sample size for the study. The sampling frame describes the list of all population units from which the sample are chosen. According to Gay (2001) a sample of 10 - 30% is representative to a given population. Considering the target population is small, the researcher used census sampling technique where all 42 commissioned officers were considered for the study (See Table 3.1).

### **3.4 Instruments**

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

### **3.5 Pilot Test**

Pilot survey is a small scale replica and reconnaissance of the real study. It helps in ascertaining the suitability and simplifies the utilization of the research tools and the functional elements of administering the questionnaires. The drive of a pilot test is to identify possible weaknesses, inadequacies and constraints in all aspect of the research process. A pilot-test was conducted in the neighboring Uasin Gishu County Police Service Headquarters



in Eldoret where four (4) questionnaires was randomly distributed to both commissioned and non-commissioned officers.

### **3.5.1 Validity Test**

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

### **3.5.2 Reliability Test**

Reliability is a weighs of the extent to which a research instruments yields constant findings or data after repeated trials (Kothari, 2004). Reliability enables the researcher to estimate error and make the necessary corrections if any. This is because the larger the reliability the smaller the error and conversely, the larger the error, the smaller the reliability. Reliability in this study was enhanced by pre-testing the questionnaire with a selected sample which was excluded in the main study.

### **3.6 Data Collection Procedure**

Questionnaires were developed into structured questions. Thereafter, all the questionnaires was distributed to the officers. This was achieved by a basic approach of hand delivery. The officers was given one week to respond to questionnaires before they are collected back for the analysis to be done.

### **3.7 Data Analysis and Presentation.**

The raw data was obtained from the questionnaires was scrutinized after data collection exercise (Mugenda & Mugenda, 2003). Data was edited to detect errors and omissions before being corrected for consistency and completeness, data analysis was done using descriptive statistics such as frequencies and percentages. Presentation of the results was done in form of tables, charts and graphs which facilitate clear interpretation of results which assisted in drawing of the conclusions and recommendations.

### **3.8 Ethical Consideration**

#### **3.8.1 Informed Consent**

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

#### **3.8.2 Voluntary Participation**

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

#### **3.8.3 Confidentiality**

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

#### **3.8.4 Privacy**

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

### **3.9 Chapter Summary**

This chapter constitutes the techniques used in conducting the study. Therefore, the chapter provides descriptive research design which help researcher to plan and carry out descriptive studies. The location of the study was based at Nakuru County National Police Service Headquarters. The target population was 42 officers. The study adopted census technique as sampling methods. The questionnaires were used to collect data. Data analysis was through quantitative technique.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSIONS

#### 4.0 Introduction

This chapter presents results arising from the analysis of data collected using questionnaires. The data collected was analyzed using descriptive and inferential statistical methods for each variable and the findings were presented in tables, charts and graphs.

#### 4.1 Presentation of Research Findings

##### 4.1.1 Response Rate

Response rate equals the number of people with whom semi-structured questionnaires were properly completed divided by the total number of people in the entire sample (Fowler, 2004). Out of 42 respondents, 37 responses were obtained giving a response rate of 95%. The study did not achieve a 100% response rate as some of the questionnaires were half way filled by the respondents. However, according to Kothari (2004) any response of 50% and above is adequate for analysis thus 95% was excellent. The results of response rate are presented in Table 4.1.

**Table 4. 1: Response Rate.**

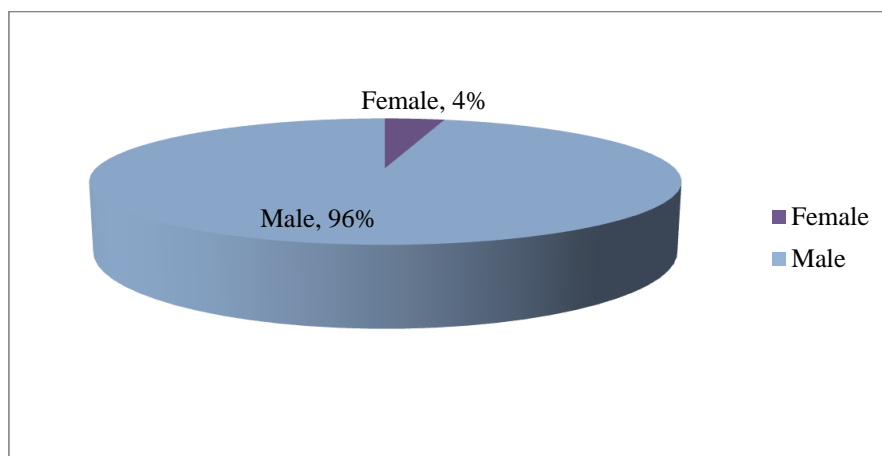
<b>Response</b>	<b>Number of Respondents</b>	<b>Percentage (%)</b>
Expected responses	42	100
Received responses	37	88
Un received	5	12

**Source: Author (2018)**

##### 4.1.2 Gender of the Respondents.

The researcher was interested in finding out the gender composition of the respondents who participated in the study figure 4.1 shows the findings.

**Figure 4. 1: Gender of the Respondents.**



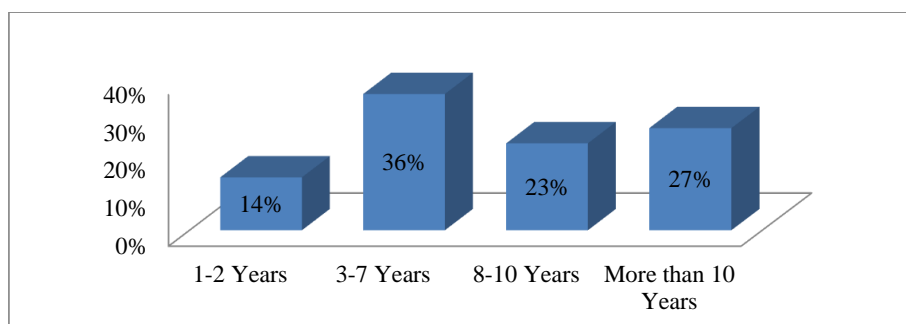
**Source: Author (2018)**

From the findings 96% of the respondents comprised of males while 3% were female. This implied that the higher percentage of commissioned officer were male.

#### **4.1.3 Duration of Service**

The researcher sought to establish the duration the officers have been serving in the service. Figure 4.2 shows the result of the findings.

**Figure 4. 2: Duration of Services**



**Source: Author (2018)**

According to the findings in the 14% of the respondents stated they have been working in the service for 1-2 years, 36% of the respondents stated they have been working in the service for 3-7 years , 23% of the respondents stated they have been working in the service for 8-10

years while 27% of the respondents stated they have been working in the service for 8-10 years. This implies that majority of the respondents had been working in the service for 3-7 years.

#### 4.1.4 Age Bracket of the Respondents.

The researcher sought to establish the age bracket of the respondents who participated in the study table 4.2 shows the findings of the study.

**Table 4. 2: Age Bracket of the Respondents.**

Age Bracket	Frequency	Percentage (%)
Below 25 Years	8	21
25-37 Years	11	32
41-50 Years	10	26
Above 50 Years	8	21
Total	37	100

**Source: Author (2018)**

From the findings 21% of the respondents were aged below 25 Years, 32% were in the age bracket of 25-37 years, 26% were aged 41-50 Years, while 21% were aged 50 years and above. This implied that majority of the respondents were aged between 31-37 years

#### 4.1.5 Highest level of education attained by respondents.

The researcher sought to find out the highest educational level attained by respondents who participated in the study table 4.3 shows the findings of the study

**Table 4. 3: Highest Level of Education Attained by Respondents.**

Level of Education	Frequency	Percentage (%)
Masters	0	0
Bachelor	20	53
Diploma	17	47
Total	37	100

**Source: Author (2018)**

On the level of education 53% of the respondents stated that they had achieved bachelor education , 47% of the respondents stated that they had attained diploma education while none of the respondents had achieved masters degree . This prove that most of the employee had enough education level to answer on the issue under study

#### 4.1.6 Project financing on implementation of housing projects

The first objective of the study was to determine the effect of project financing on implementation of housing projects in Kenya National Police Service in Nakuru County Kenya. The respondents were asked to indicate the aspect of project financing on implementation of housing projects in Kenya National Police Service. The results were as shown in Table 4.4

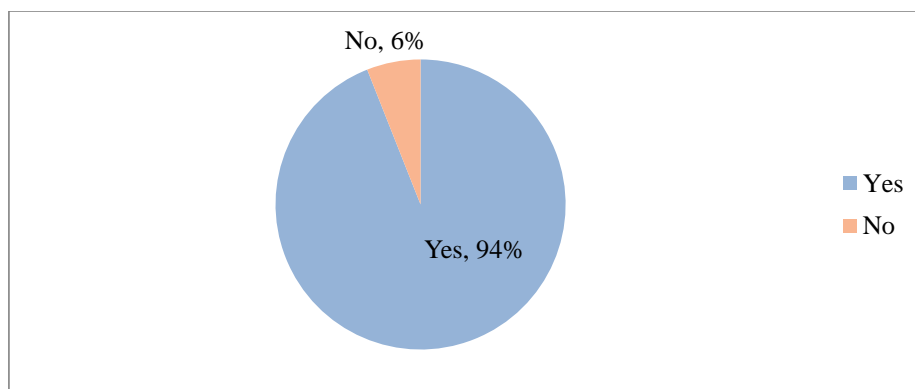
**Table 4. 4: Aspect of project financing on implementation of police housing projects**

<b>Project Financing</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Deviation</b>
Delayed disbursement of funds affects the implementation of housing projects in the National Police Service Kenya.	37	1	5	4.92	.679
Bureaucracy in financial management affects the implementation of housing projects in the National Police Service Kenya.	37	1	5	3.92	1.069
Finances set apart for the implementation of housing projects in the National Police Service Kenya are usually inadequate.	37	1	5	3.73	.917
Finances set aside for housing projects are not fully utilized as per the intended goal.	37	1	5	3.10	1.171

**Source: Author (2018)**

According to the findings, the respondents stated that late disbursement of funds delay the implementation of housing projects in the Kenya National Police Service with a mean of 4.92. They also indicated with a mean of 3.92 that bureaucracy in financial management affects the implementation of housing projects in the Kenya National Police Service. They further indicated with a mean of 3.73 that finances set apart for the implementation of housing projects in the Kenya National Police Service are usually inadequate. Finally, the respondents indicated with a mean of 3.10 that finances set aside for housing projects are not fully utilized as per the intended goal.

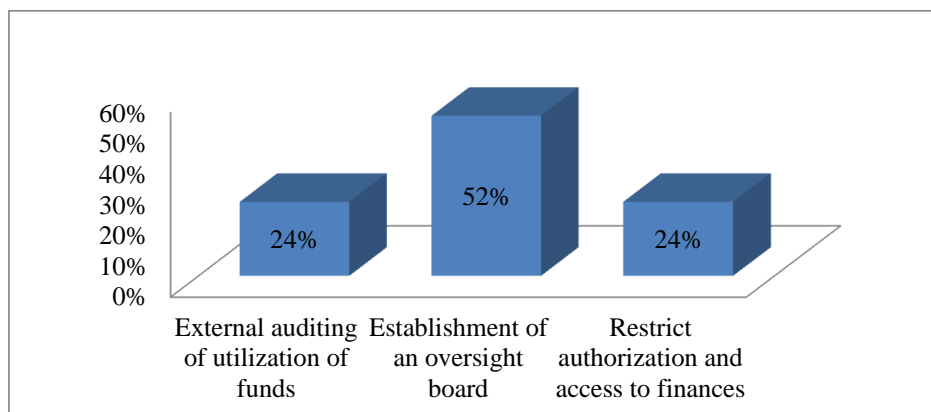
**Figure 4. 3: Effect of finance as a challenge on the construction of police housing projects**



**Source: Author (2018)**

According to the findings 96% of the respondents stated that finances poses as a challenge on the construction of police housing project, 6% of the respondents stated that finances poses as a challenge on the construction of police housing project, this implies that finances poses as a challenge on the construction of police housing project.

**Figure 4. 4: Policies put in place for proper utilization of funds during the development of police housing projects**



**Source: Author (2018)**

According to the findings in the figure above 24% of the respondents stated external auditing of utilization of funds is a policy put in place for proper utilization of funds during the development of police housing project, 52% of the respondents stated establishment of an

oversight board is a policy put in place for proper utilization of funds during the development of police housing project, 24% of the respondents stated restrict authorization and access to finances is a policy put in place for proper utilization of funds during the development of police housing project.

#### 4.1.7 Project planning on implementation of police housing projects

The second objective of the study sought to establish the effect of project planning on implementation of housing projects in Kenya National Police Service. The results were as shown in Table 4.5

**Table 4. 5: Aspects of project planning on implementation of police housing projects**

	N	Min	Max	Mean	Std. Deviation
Ineffective planning leads to incorrect assumptions and poor project execution	37	1	5	3.58	.767
Poor planning has attributed to delay in completion of housing projects in the National Police Service Kenya	37	1	5	3.08	1.285
Majority of houses in the National Police Service housing projects fall below schedule due to poor planning	37	1	5	3.48	1.255
Lack of involving all the stakeholders during the planning process causes unsuccessful implementation of housing projects	37	1	5	3.00	.923

**Source: Author (2018)**

According to the findings, the respondents indicated with a mean of 3.58 that ineffective planning leads to incorrect assumptions and poor project execution. The respondents further indicated with a mean of 3.08 that poor planning has attributed to delay in completion of housing projects in the Kenya National Police Service. Further they indicated with a mean of 3.48 that majority of houses in the Kenya National Police Service housing project fall below schedule due to poor planning finally with a mean of 3.00 the respondents strongly agreed



that lack of involving all the stakeholders during the planning process causes to unsuccessful implementation of housing project.

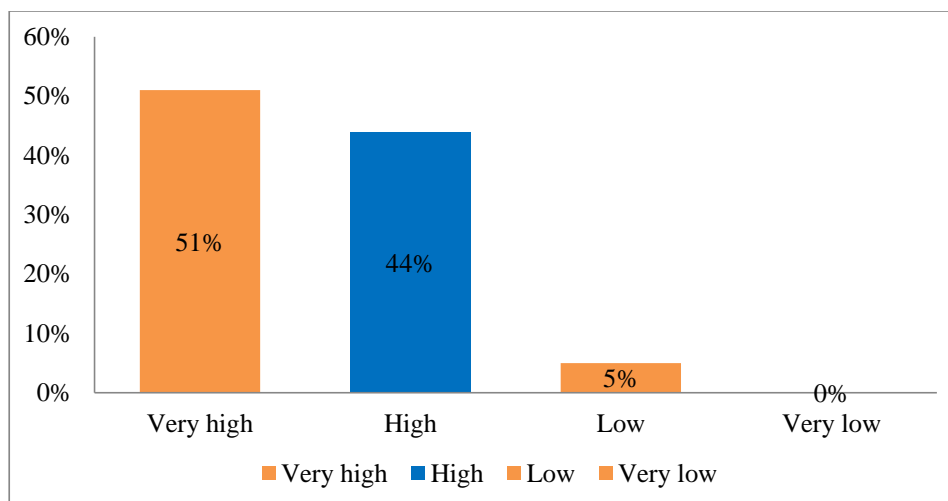
**Table 4. 6: Aspects of government policies on implementation of housing projects**

	N	Min	Max	Mean	Std. Deviation
Public Procurement Procedures	37	1	5	3.37	0.162
Regulations operating project procedures	37	1	5	4.06	.998
Land use regulation procedures.	37	1	5	3.50	.945
Disbursement of funds	37	1	5	3.12	.331
NEMA laws	37	1	5	3.23	.342
Constitution Regulatory Authority	37	1	5	4.12	.345

**Source: Author (2018)**

According to the findings, the respondents indicated with a mean of 3.37 that public procurement procedures affect the implementation of police housing projects to a great extent. They also indicated with a mean of 2.06 that regulations operating project procedures affect the implementation of police housing projects to a great extent. They further indicated with a mean of 2.50 that land use regulation procedures affect the implementation of police housing projects to a great extent. The respondents also indicated with a mean of 3.12 that disbursement of finances affects the implementation of police housing projects to a great extent. They further indicated with a mean of 3.23 that NEMA laws affect the implementation of police housing projects to a great extent. Finally with a mean of 4.12 that Constitution Regulatory Authority affects the implementation of police housing projects to a great extent.

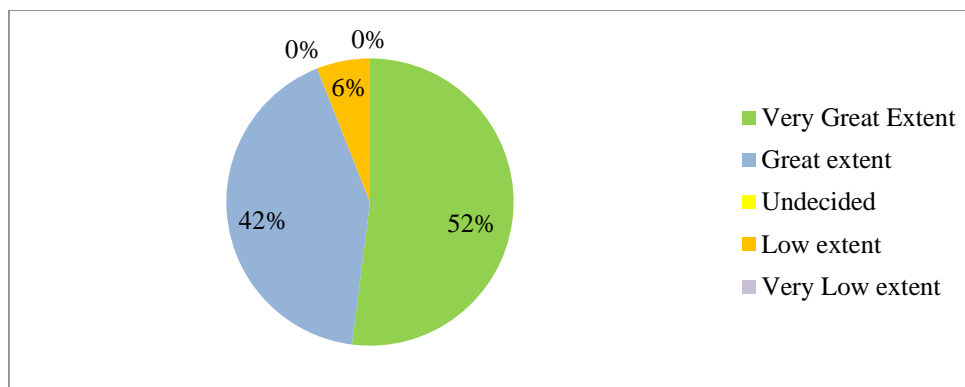
**Figure 4. 5: Level of government involvement in the development of police housing projects**



**Source: Author (2018)**

According to the findings in the figure above 51% of the respondents stated that the level of government involvement in the development of police houses project is very high, 44% of the respondents stated it is high, 5% of the respondents stated it is very low. This implies that the level of government involvement in police houses project is very high

**Figure 4. 6: Extent to which government policies affects police housing projects**



**Source: Author (2018)**

From the findings it was revealed that 52% of the respondents stated that government policies affect police housing project to a very great extent, 42% of the respondents stated that

government policies affect police housing project to a great extent, none of the respondents was undecided on the issue, 6% of the respondents stated that government policies affect police housing project to a low extent, while none of the respondents stated that government policies affect police housing project to a very low extent. This implies that government policies affect police housing project to a very great extent

#### 4.1.8 Feasibility study on implementation of housing projects in the National Police Service Kenya

The fourth objective of the study sought to establish the effect of feasibility study on implementation of housing projects in the Kenya National Police Service. The respondents were asked to indicate the feasibility study on implementation of housing projects. The results were as shown in Table 4.7

**Table 4.7: Aspects of feasibility study on implementation of police housing projects**

	N	Min	Max	Mean	Std. Deviation
The feedback received from feasibility study is considered in project decision making	37	1	5	3.54	.898
The feasibility study during the implementation of police housing project was participatory	37	1	5	4.21	.798
Feasibility study ensures the project goals and objectives are achieved	37	1	5	3.12	1.347
Opinions and considerations of stakeholders during feasibility study ensure the success of the housing project	37	1	5	3.65	.978

**Source: Author (2018)**

According to the findings, the respondents indicated with a mean of 3.54 that the feedback received from feasibility study is considered in project decision making. The respondents further indicated with a mean of 4.21 that the feasibility study during the implementation of police housing project is participatory. Also, they indicated with a mean of 3.12 that feasibility study ensures the project goals and objectives are achieved. The respondents

finally indicated with a mean of 3.65 that opinions and considerations of stakeholders during feasibility study ensure the success of the housing project.

#### 4.1.9 Implementation of housing projects in the National Police Service Kenya

The researcher sought to establish implementation of housing projects in the National Police Service Kenya. The results were as shown in table 4.8

**Table 4. 8: Implementation of housing projects in the National Police Service Kenya**

	N	Min	Max	Mean	Std. Deviation
The housing projects in the National Police Service Kenya are implemented on scheduled timelines	37	1	5	2.02	.729
The housing projects in the National Police Service Kenya have achieved its goals and objectives.	37	1	5	2.10	.973
Majority of police officers live in conducive houses	37	1	5	2.15	1.031
Majority of police officers are satisfied by the conditions of the housing projects	37	1	5	3.81	.938
Housing projects were completed and occupied as expected	37	1	5	3.71	.675

**Source: Author (2018)**

According to the findings, the respondents disagreed with a mean of 2.02 that housing projects in the Kenya National Police Service are implemented on scheduled timelines. They also disagreed with a mean of 2.10 that housing projects in the Kenya National Police Service have achieved its goals and objectives. They further disagreed with a mean of 2.15 that majority of police officer live in conducive houses. Finally, the respondents agreed with a mean of 3.81 that majority of police officer are satisfied by the conditions of the housing project.

#### 4.2 Limitations of the Study

The challenge on confidentiality was experienced because some of the information was considered quite sensitive to be shared by independent researchers. In this situation, the researcher overcame the challenge on confidentiality by communicating to the management

concerned at this organization that this study was only meant for academic purpose, therefore, all the data despite the magnitude of sensitivity were kept very private and confidential. The bureaucratic nature of some organization is usually among the challenges in undertaking this study. This challenge was initially experienced because the management in this organization had enforced long process to be followed in order to have access to both the data and the staff. Therefore to overcome this challenge, the researcher was psychologically prepared to handle all the difficulties that were to come forth by conforming to all the rules that would result in securing permission to carry out data collection.

### **4.3 Chapter Summary**

This chapter was cauterized into research findings and discussions. The findings were derived from analyzed questionnaires and interpretations were made alongside the findings. The chapter further addressed presentation of findings showing the response rate for the questionnaires returned and not returned. The presented findings also addressed the gender response, highest level of education and finally all the objectives which comprised of effect of project financing, project planning, government policies and feasibility study on implementation of housing projects in the National Police Service.

**CHAPTER FIVE**  
**SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

**5.0 Introduction**

This chapter provides a detailed summary of the major findings of the actual study; it then draws conclusions and discusses implications emanating from these findings. Finally, it makes some recommendations and suggestions on areas of further study.

**5.1 Summary of Major Findings**

**5.1.1 Effect of project financing on implementation of housing projects in the National Police Service Kenya**

According to the findings, the respondents stated that late disbursement of funds delays the implementation of housing projects in the National Police Service Kenya with a mean of 4.92. They also indicated with a mean of 3.92 that bureaucracy in financial management negatively affects the implementation of housing projects in the National Police Service Kenya. They further indicated with a mean of 3.73 that finances set apart for the implementation of housing projects in the National Police Service Kenya are usually inadequate. Finally, the respondents indicated with a mean of 3.10 that finances set aside for police housing projects are not fully utilized as per the intended goal.

**5.1.2 Effects of project planning on implementation of housing projects in the National Police Service Kenya**

According to the findings, the respondents indicated with a mean of 3.58 that lack of planning leads to incorrect assumptions and poor project execution. The respondents further indicated with a mean of 3.08 that lack of planning has been attributed to delay in completion of housing projects in the National Police Service Kenya. Further they indicated with a mean of 3.48 that majority of houses in the National Police Service housing project fall below schedule due to poor planning. Finally with a mean of 3.00 the respondents strongly agreed that lack of involving all the stakeholders during the planning process result to unsuccessful implementation of housing projects.

### **5.1.3 Effects of government policies on implementation of housing projects in the National Police Service Kenya**

According to the findings, the respondents indicated with a mean of 3.37 that public procurement procedures affect the implementation of police housing projects to a great extent. They also indicated with a mean of 2.06 that regulations operating project procedures affect the implementation of police housing projects to a great extent. They further indicated with a mean of 2.50 that land use regulation procedures affect the implementation of police housing projects to a great extent. The respondents also indicated with a mean of 3.12 that disbursement of finances affects the implementation of police housing projects to a great extent. They further indicated with a mean of 3.23 that NEMA laws affect the implementation of police housing projects to a great extent. Finally with a mean of 4.12 that Constitution Regulatory Authority affects the implementation of police housing projects to a great extent.

### **5.1.4 Effects of feasibility study on implementation of housing projects in the National Police Service Kenya**

According to the findings, the respondents indicated with a mean of 3.54 that the feedback received from feasibility study is considered in project decision making. The respondents further indicated with a mean of 4.21 that the feasibility study during the implementation of police housing projects is participatory. Also, they indicated with a mean of 3.12 that feasibility study ensures the project goals and objectives are achieved. The respondents finally indicated with a mean of 3.65 that opinions and considerations of stakeholders during feasibility study ensure the success of the housing project.

According to the findings, the respondents disagreed with a mean of 2.02 that housing projects in the National Police Service Kenya are implemented on scheduled timelines. They also disagreed with a mean of 2.10 that housing projects in the National Police Service Kenya have achieved its goals and objectives. They further disagreed with a mean of 2.15 that majority of police officers live in conducive houses. Finally, the respondents agreed with a mean of 3.81 that police officers are satisfied by the conditions of the new houses.

## **5.2 Conclusions**

From the findings the researcher concluded that late disbursement of funds delays the implementation of housing projects in the National Police Service Kenya. Bureaucracy in financial management negatively affects the implementation of housing projects in the

National Police Service. Finances set apart for the implementation of housing projects in the Kenya National Police Service Kenya are usually inadequate. Finances set aside for police housing projects are not fully utilized as per the intended goal

In relation to the second objective, it can be concluded that lack of planning leads to incorrect assumptions and poor project execution. Lack of planning has been attributed to delay in completion of housing projects in the National Police Service Kenya. Majority of houses in the National Police Service housing projects fall below schedule due to poor planning. Lack of involving all the stakeholders during the planning process result to unsuccessful implementation of police housing projects.

On the third objective, it can be concluded that public procurement procedures, regulations operating project procedures, land use regulation procedures and disbursement of funds affect the implementation of police housing projects.

On the forth objectives it can be concluded that feedback received from feasibility study is considered in project decision making. The feasibility study during the implementation of police housing project is participatory. Feasibility study ensures the project goals and objectives are achieved. Opinions and considerations of stakeholders during feasibility study ensure the success of the housing project

### **5.3 Recommendations**

In the light of the foregoing findings, the study recommends that;

From the findings the researcher recommended that government should enact and implement policies and procedures which create an environment that is conducive for the development of police housing projects, this will remove barriers during the implementation of police housing projects.

On the effect of funds during the development of police housing projects the researcher concluded that government should direct sufficient funds for the implementation of police housing projects. The funds should also be provided on time to avoid delays during the implementation of police housing projects.

Concerning communication during the development of police housing projects the researcher recommended that there should be clear channels of communication which allow effective flow of information along the hierarchy. This will avoid bottleneck along the command chain.



Finally on the planning during the implementation of police housing projects the researcher recommended that the government should enact sustainability strategies to ensure continuity of the development of police housing projects. This will greatly reduce the deficit of police houses in the country.

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## **APPENDICES**

### **APPENDIX I: INTRODUCTION LETTER**

**Dear Respondent**

#### **REF: REQUEST TO UNDERTAKE A STUDY**

I am a student at The Management University of Africa. I am undertaking a Bachelor of Arts Development Studies (BDS) degree programme. For the purpose of fulfilling the bachelor's degree requirements, I have to undertake a research on "Challenges Facing Development of National Police Service Housing Projects Kenya."

I am collecting information for the study by distributing questionnaires to staff within this organization. Kindly spare some time to fill in the questionnaire. The data to be collected was treated with strict confidentiality or privacy. Thank you for your co-operation.

Yours Faithfully,

NGETICH KIBET JUSTUS

**ODL/BDS/7/00093/3/2015**

## APPENDIX II: RESEARCH QUESTIONNAIRE

I am a student at The Management University of Africa. I am undertaking a Bachelor of Arts Development Studies (BDS) degree programme. As part of my course, I am required to carry out a research project in partial fulfillment for this award. My research topic was to **Challenges Facing Development of National Police Service Housing Projects Kenya.**. This will enable me to gather information required for the study. Please note that all the information provided will be treated with at most confidentiality and will be used for academic purposes only.

Thank you.

### Instructions:

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

### Bio-Data

1. Gender;

Male [ ]

Female [ ]

2. Duration of Service?

1-2 Years [ ]

3-7 Years [ ]

8-10 Years [ ]

More than 10 Years [ ]

3. Indicate your age?

Less than 25 Years [ ]

25-40 Years [ ]

41-50 Years [ ]

More than 50 Years [ ]



4. Level of Education:

Masters [ ]

Bachelor [ ]

Diploma [ ]

**SECTION. A. PROJECT FINANCING**

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

Yes [ ]

No [ ]

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

External auditing of utilization of funds [ ]

Establishment of an oversight board [ ]

Restrict authorization and access to finances [ ]

7. In a scale of 1-5 where 5=Strongly Agree, 4=Agree, 3= Undecided, 2=Disagree and 1=Strongly Disagree. Indicate the level of agreement on the effect of project financing on the implementation of housing projects in the Kenya National Police Service?

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

**SECTION. B. PROJECT PLANNING**

8. In a scale of 1-5 where 5=Strongly Agree, 4=Agree, 3= Undecided, 2=Disagree and 1=Strongly Disagree. Indicate the level of agreement on the effect of planning on the implementation of housing projects in the Kenya National Police Service?

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

**SECTION. C. GOVERNMENT POLICIES**

9. In a scale of 1-5 where 5=Very Great Extent, 4=Great Extent, 3= Moderate Extent, 2= Low Extent and 1= Very Low Extent. To what extent does the following government policy affect police housing projects?

		1	2	3	2	1
1	Public Procurement Procedures					
2	Regulations operating project procedures					
3	Land use regulation procedures					
4	Disbursement of funds					
5	NEMA laws					
6	Constitution Regulatory Authority					

10. To what level is the government involvement in the development of police houses project

Very High [ ]

High [ ]

Low [ ]

Very low [ ]

11. To what extent does government policies affect police housing project?

Very great extent [ ]

Great extent [ ]

Moderate extent [ ]

Low [ ]

Very low [ ]

**SECTION: D. FEASIBILITY STUDY**

12. In a scale of 1-5 where 1=Strongly Agree, 2=Agree, 3= Undecided, 4=Disagree and 5=Strongly Disagree. Indicate the level of agreement on the effect of feasibility study on the implementation of housing projects in the Kenya National Police Service?

		1	2	3	4	5
1	The feedback received from feasibility study is considered in project decision making					
2	The feasibility study during the implementation of police housing project was participatory					
3	Feasibility study ensures the project goals and objectives are achieved					
4	Opinions and considerations of stakeholders during feasibility study ensure the success of the housing project					
5	All the relevant stakeholders are involved in the feasibility study of the housing project					

**SECTION: E. IMPLEMENTATION OF HOUSING PROJECTS IN THE NATIONAL POLICE SERVICE KENYA**

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

		1	2	3	4	5
1	The housing projects in the Kenya National Police Service are implemented on scheduled timelines					
2	The housing projects in the Kenya National Police Service have achieved its goals and objectives.					
3	Majority of police officer live in conducive houses					
4	Majority of police officer are satisfied by the conditions of the housing project.					
5	Housing projects were completed and occupied as expected					