

# Influence of Funding Activities on Completion of Selected County Funded Construction Projects in Kitale Town, Trans Nzoia County, Kenya

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## Abstract

Completion of county funded construction projects in Kitale town, Trans Nzoia County records dissatisfying views on the schedule performance of most of the projects. The study investigated how funding activities influence completion of county funded construction projects in Kitale town, Trans Nzoia County. This study is grounded on Goal-setting theory. The study adopted a descriptive survey research. The target population for this study comprised of 508; County Administrators and Project managers who are responsible for Bus Park, stadium and hospital construction and Beneficiaries of the projects and the sample size were 223 respondents. The study used a semi structured self-administered questionnaire to collect data from the managers in the housing and urban development. The study also used an interview guide to obtain responses from representatives in the Ministry of Land and Planning. The collected data were analyzed using both quantitative and qualitative data analysis methods. Quantitative method involved descriptive and inferential analysis. Descriptive analysis such as frequencies, percentages were used to present quantitative data in form of tables. Data from questionnaire were coded and logged in the computer using Statistical Package for Social Science (SPSS V 20.0). Content analysis were used for the qualitative data and then presented in prose. Quantitative data was analyzed using simple linear regression model to establish the relationship between the variables. The study findings based on funding activities objective showed that 87.36% (mean=4.37, Std. Dev=0.899) of the respondents accepted funding for the construction projects are delayed because most of the county budgetary allocated money are delayed from the national government, poor management of resources by the managers in charge, prioritizing salaries paid to workers and failing to give similar weight to the construction of projects and also, some contractors may lack enough money to facilitate the completion of the projects. Inferentially, funding activities attributed to ( $\beta=.227$   $p<0.036$ ) on completion of county projects thus a unit increase in funding activities improved completion of the county funded construction projects by 22.7%. The study concluded that poor funding schemes delayed completion of construction projects. Project may be delayed or be unsuccessfully completed; when flow of funds to a project is not steady then there were on and off activities on site, resulting into contract delay. The study recommends to the members of the county assembly to pass proposed bills that are viable and fruitful to the development of the county. Project completion time should be checked to ensure efficiency.

**Key words:** projects, funding activities, construction projects, Kitale, influence, completion.

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## BACKGROUND OF THE STUDY

Globally, completion of construction Projects is considered as a source of concern to both public and private sector clients. Project success requires creating a well-planned project schedule as well as understanding of the key success factors also Hwang, Zhu & Tan [1]. It helps the project manager and the stakeholders to take the right decisions and act towards the project success. Most popular determinants of project successes accepted by research community are-project mission, top management support, project schedule plan client consultation personnel technology to support the project client

acceptance monitoring and feedback channels of communication troubleshooting [2].

In the United States construction is a very diverse industry that is heavily interconnected with the economy as a whole. In fact, many of the key US economic indicators are derived solely from the construction industry [3]. Even while this document maintains a United States focus, the construction industry is impacted by global events and trends. The construction industry is inextricably linked to the course taken by the economy and society at large. Nearly all people in modern mainstream society maintain a very close

relationship with the built environment. In fact, “Americans spend on average 90% of their time indoors [4].

In Sub Sahara Africa completion of construction projects, failure of any construction project is mostly related to the performance problems and there are many reasons and factors which are attributed to such problems. Completion of construction projects can be measured and evaluated using a large number of performance indicators that could be related to various dimensions (groups) such as time, cost, quality, client satisfaction, client changes, business performance, health and safety [5].

In Kenya Completion of construction projects consider practices such as time, cost, and project owner satisfaction. A study done on completion of construction projects people were analyzed in order to know the main practical problems of projects performance in the coastal region of Kenya and then to formulate recommendations to improve performance of construction projects in the coastal region of Kenya. It was concluded that projects were delayed and the actual cost of projects was more than the estimated cost because of coastal region of Kenya political conditions and delayed payments which results to unavailability of materials [6].

The County Government of Trans Nzoia made a milestone move in the year 2013 through the provision of the constitution in preparation of flag-shipping a number of projects that brings great achievements to the locals. In the financial year 2015/2016, the county government purchased road construction and maintenance machinery worth Ksh.500 million. These have been decentralized to the sub-counties such that each sub-county is able to maintain its own roads. The machineries include tippers, rollers graders, earth-movers, water boozers and excavators among others.

### Statement of the Problem

Completion of selected county funded construction projects in Kitale town, Trans Nzoia County records dissatisfying views on the schedule performance of most of the projects. Some stake holders especially the intended users argue that they are delayed while the implementers believe that they are on course. Flagship projects in 2013 have not been completed while public employees resumed office in 2017 after election. For example, Kitale bus park project is incomplete, Referral hospital is to be commissioned, and Kitale stadium is yet to be completed and roads are poorly constructed as well some are yet to be commissioned. Despite initiatives to complete construction of projects, internal and external environmental factors may be responsible for incomplete projects hence the need to this investigation.

According to Kenya Economic Report [6] infrastructure forms the bedrock of national growth and development and plays a critical role in determining the nation’s competitiveness. Vision 2030 observes that

infrastructure is important in improving the livelihoods of people and security of the country (County, 2013). One of the goals for (Vision 2030, 2017) was to improve efficiency and effectiveness of the infrastructure development process at all levels of planning, contracting and construction. In pursuit of this goal the study sought influence of funding activities on completion of selected county funded construction projects in Kitale Town, Trans Nzoia County, Kenya

### General Objective

The main purpose of this study was to establish how funding activities influence completion of county funded construction projects in Kitale town, Trans Nzoia County.

### Research questions

How does funding activities influence completion of selected county funded construction projects in Kitale town, Trans Nzoia County, Kenya?

### Literature Review

This chapter looks at the theoretical framework, the conceptual framework and empirical review

### Theoretical Framework

This study was guided by theory; Goal setting theory.

This study was grounded on Goal-setting theory by Edwin Locke in the late 1960s. Goal-setting theory emphasizes the important relationship between project goals and performance. A goal is defined simply as what the individual is consciously trying to do. That is, one’s values create a desire to do things consistent with them. Goals also affect performance of project completion through other mechanisms. Goal-setting theory supports predictions that the most effective performance seems to result when goals are specific and challenging, when they are used to evaluate performance and linked to feedback on results, and create commitment and acceptance. The motivational impact of goals may be affected by moderators such as ability and self-efficacy. Deadlines improve the effectiveness of goals. A learning goal orientation leads to higher performance than a performance goal orientation, and group goal-setting is as important as individual goal-setting.

Goal-setting theory is useful to the study because the set social economic factors moderate goals that are set which are the most impactful in the performance of construction industry, as it is widely accepted and applied to worker productivity. Goals tell an employee what needs to be done and how much effort had to be expended. This theory is widely utilized in the construction industry because productivity per day is based on a certain output of work. Gordon [7] further observes that goal-setting focuses behavior and motivation of employees. This is most likely to occur when goals are made public, the phenomenon most often experienced in the construction industry. It is note-worthy that resistance is greater when goals are difficult.

## EMPIRICAL REVIEW

### Funding activities and completion of construction projects

When project end is delayed then, contractor continues incurring cost due to idle plants and equipment, idle labour and office overheads. This consequently results into cost escalations. Failure to recognize chances by top managers, for example when a project is delayed due to unsteady flow of funds, and a company has some unused funds in the bank, and managers are undecided on whether to use the funds or not. Natural disasters like earthquakes and floods normally adversely affect road construction by destroying already constructed bridges and washing away constructed roads. Changes in government regulation like changes in taxation affect a road construction by increasing cost of construction. The study categorized risk that affects construction project completion as quality risks, personnel risks, cost risks, set dates and deadline risk, risk of strategic decisions and external risk [8].

When flow of funds to a project stops, then contractor slow down works or may even opt to terminate his contract. That means project may be delayed or be unsuccessfully completed; when flow of funds to a project is not steady then there were on and off activities on site, resulting into contract delay. Delayed payments attract interest and this result into cost escalation. Idle plant and labour during stoppage attract claims from contractors and this leads to escalated contract cost. A project that is little funded may be done partly and later on becomes a white elephant [3].

As a result, Burtonshaw-Gunn [9] discussed that to ensure that project financing does not affect successful completion of road construction project enough finances should be set aside for the project before it commences. At the estimation stage experienced Engineers should be employed to prepare estimates, so that estimates and the project cost do not vary. Stakeholders, financier should also support the project construction, so that financing is not stopped as the project proceeds. Changes in technology can be addressed by reserving a contingency fund in bills of quantity for training employs on how to use the new technology. Stakeholders and client should also ensure that they support the ruling party or government, or that they in good terms with the financier so that politic does not affect successful completion of a road construction projects.

Inadequate fund means extra financial commitments occasionally beyond the capacity of the owner. Clients are sometimes not prepared for this and so fund in terms of loans are sought to offset this additional cost. Corruption and its effects on the development of the construction industry in Nigeria put up to 78% of the roads in rural Nigeria and its northern part under dust for 15 or more years because of factors that can be controlled like: corruption from the local chiefs (Ogas), governors, national government, NGOs and many more. The study

tends towards the argument that up to 60% of the roads have failed to meet deadlines due to corruption that leads to poor contractual awards, misappropriation of little funds, poor expertise selection, poor technology employment and many more [10].

Besides, Santoso and Soeng [11] discussed political interferences and inadequate allocations of funds hinder completion of KRRA activities even though the authority fully implements procurement policies. According to government of Kenya [6] the poor performance of the road contracts is due to poor management of funds and poor delivery of services to the road user. In addition, performance measurement systems are not effective or efficient to overcome this problem. Road contractor's performance problem appears in many aspects, ranging from fail in time performance, cost performance and others fail in other performance indicators.

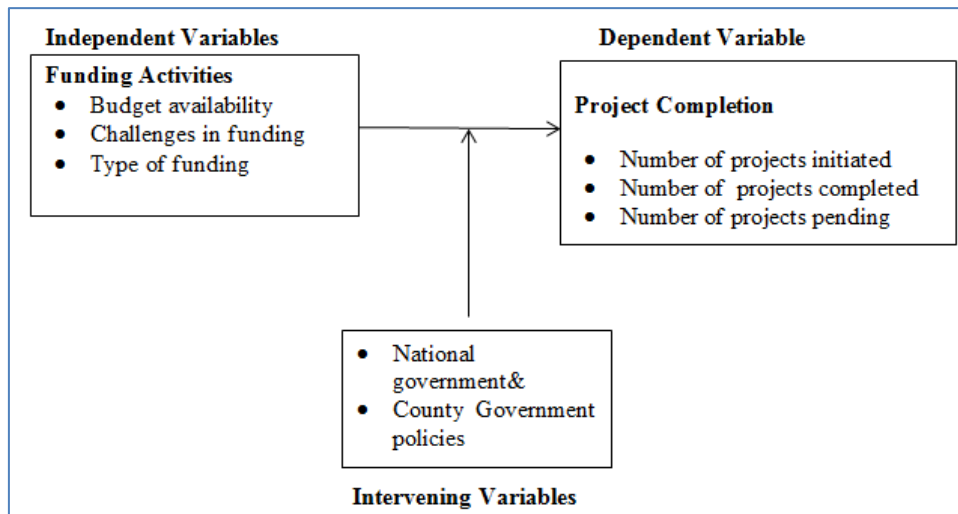
According to Onana defines project financing as raising of funds to finance an economically separable capital investment project which the providers of funds look primarily to the cash flow from the project as the source of funds to service their loans and provide the returns of equity invested in the project. Further project financing is financing a particular economic unit in which a lender is satisfied to look initially to the cash flow and earnings of that economic unit as the source of funds from which a loan was repaid and to the assets of the economic unit as the collateral for the loan. Financing of construction projects like roads, railway, port harbors and many more is therefore expected to be an economic investment. In an economy of a country, construction industry helps in creating wealth and employment opportunities. It helps build and or expand infrastructure that facilitates the service industry. This way it can spur economic growth across the board. Further in a development of any country, the construction industry plays vital roles in transforming the aspirations and the needs of its people into reality by implementing various physical structures.

Actual cost is the total amount of labor costs, materials and any directly associated overhead cost that can be associated to a specific project. Actual cost and standard cost are different. However, the two are both used in evaluation of project profitability. The goal of actual costs is often to break down the specifics of the costs involved with the project. This helps the management team to determine if the production process associated with the project is working at an optimum efficiency. The differences between actual cost and standard cost are salient. When working with the standard cost, it assumes a standard value and uses that figure to track the usage of resources. The tracking is usually in the form of either hours or the number of units consumed. This technique can identify variance between the production and the consumption. On the other hand, the actual cost is concerned only with the costs incurred

during the course of the project, and not the units produced. From the explanations, it is evident that actual cost and standard cost are different even though they are

all used to determine profitability. A performing project in therefore that which is has a balance between the standard cost and the actual cost [12].

**Conceptual Framework**



**Fig-1: Conceptual Framework**

**RESEARCH METHODOLOGY**

**Research Design**

The study adopted a descriptive survey research. This design refers to a set of methods and procedures used to describe variables. It involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data. Descriptive studies portray the variables by answering who, what, and how questions. The method is chosen since it is more precise and accurate since it involves description of events in a carefully planned way. This research design also portrays the characteristics of a population fully [13].

**Target Population**

Target population is the entire set of units for which the survey data is to be used to make inferences. It can also be defined as the eligible population that is included in research work, Kothari [14]. The target population for this study comprised of 508; County Administrators and Project managers who are responsible for Bus Park, stadium and hospital construction and Beneficiaries of the projects. The target population is distributed in table 1.

**Table-1: Target Population**

Target	Population
County Administrators	30
Beneficiaries	423
Project management team	55
<b>Total</b>	<b>508</b>

Source: Trans Nzoia County (2019)

**Sampling Procedure and Sample Size**

Sample size refers to the number of observations or replicates to include in a statistical sample Orodho[15]. The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. Sampling technique refers to a procedure of selecting a part of population on which research can be conducted, which ensures that conclusions from the study can be generalized to the entire population. The sample size of this study was

drawn using Yamane [16] formula for determining the sample size is given by:

$$n = N / (1 + Ne^2)$$

Where

n= corrected sample size, N = population size, and e = Margin of error (MoE), e = 0.05 based on the research condition.

$$n = 508 / (1 + 508 * 0.05^2)$$

$$n = 223$$

Therefore, sample size of the study were 223 respondents

**Table-2: Sample Size**

Target category	Sampling formula	Sample size
County Administrators	30/508*223	13
Beneficiaries	423/508*223	186
Project management team	55/508*223	24
<b>Total</b>	<b>508/508*223</b>	<b>223</b>

Source: Trans Nzoia County (2019)

**Data Analysis techniques**

The collected data were analyzed using both quantitative and qualitative data analysis methods. Quantitative method was involved descriptive and inferential analysis. Descriptive analysis such as frequencies, percentages were used to present quantitative data in form of tables. Data from questionnaire were coded and logged in the computer using Statistical Package for Social Science (SPSS V 20.0). This involved coding both open and closed ended items in order to run simple descriptive analyses to get reports on data status. Descriptive statistics involved the use of absolute and relative (percentages) frequencies, measures of central tendency and dispersion (mean and standard deviation respectively). Frequency tables were used to present the data for easy comparison. Content analysis were used for the qualitative data and then presented in prose. Quantitative data was also be analyzed using simple linear regression model to establish the relationship between the variables. Inferential statistics was used to show the relationship between independent and dependent variables of the research topic. The inferential statistics involved the use of multiple regression analysis technique. Linear regression analysis involves combining several predictor variables in a single regression equation. The linear regression model was used to identify the

relationship between the independent variable and the dependent variable in that:

**RESEARCH FINDINGS AND DISCUSSIONS**

**Questionnaire Return Rate**

The study response was 86.6% of the total distributed questionnaires. Out of the total 210 questionnaires distributed; 182 were returned for data analysis which was completely filled. The response rate of the data collected meet threshold for data analysis according to Mugenda and Mugenda (1999) who noted that a response rate of 70% and above is acceptable and satisfactory for data analysis. Table 3 shows the response rate.

**Table-3: Questionnaire Response rate**

Category	Frequency	Percent
Administered	210	100.0
Returned	182	86

**Funding activities and completion of construction projects**

The study sought to establish how funding activities influence completion of selected county funded construction projects in Kitale town, Trans Nzoia County, Kenya. Results are shown in table 4.

**Table-4: Funding activities and completion of construction projects**

Statements		SD	D	N	A	SA	Total	Mean	Std. Dev
Most projects have budgets that are not funded thus delay completion process.	F	6.0	1.0	21.0	92.0	62.0	182	4.12	.875
	%	3.3	0.5	11.5	50.5	34.1	100	82.31	
There are many challenges in funding projects since the county does not have enough money to facilitate all its activities.	F	6.0	14.0	6.0	63.0	93.0	182	4.23	1.051
	%	3.3	7.7	3.3	34.6	51.1	100	84.51	
The county government does not fully remit funds for the completion of the construction projects.	F	6.0	6.0	14.0	75.0	81.0	182	4.20	.956
	%	3.3	3.3	7.7	41.2	44.5	100	84.07	
Funding is prioritized to most agent challenges other than budgeting well for each project.	F	6.0	2.0	10.0	65.0	99.0	182	4.37	.899
	%	3.3	1.1	5.5	35.7	54.4	100	87.36	
Contractors have encountered mismanagement of funds that are allocated to completion of projects.	F	6.0	3.0	11.0	93.0	69.0	182	4.19	.878
	%	3.3	1.6	6.0	51.1	37.9	100	83.74	

The study findings show that 82.31%(mean=4.12, Std.Dev=0.875) of the respondents accepted that most projects have budgets that are not funded thus delay completion process, 84.51%(mean=4.23, Std.Dev=1.051) of the respondents accepted that there are many challenges in funding projects since the county does not have enough money to facilitate all its activities, 84.07%(mean=4.20, Std.Dev=0.956) of the respondents accepted that the county government do not fully remit funds for the

completion of the construction projects, 87.36%(mean=4.37, Std.Dev=0.899) of the respondents accepted that funding is prioritized to most agent challenges other than budgeting well for each project and 83.74%(mean=4.19, Std.Dev=0.878) of the respondents accepted that contractors have encountered mismanagement of funds that are allocated to completion of projects.

Funding activities influence completion of county funded construction projects in the following capacities; budgetary constraints affect completion of project process, construction delays that may lead to cost overruns increase in operating and maintenance expenses, changes in the price of inputs that may force the project's budget to be altered affecting its financial ability and other general risks that emanate from within the project. The untimely release of funds, particularly during the first phase of the project, is a significant barrier to effective project delivery especially where new project staff must be recruited, and pre-requisite field supplies purchased to project kick-off activities.

The study is in line with Clough *et al.*, [10] findings who showed that inadequate fund means extra financial commitments occasionally beyond the capacity of the owner. Clients are sometimes not prepared for this and so fund in terms of loans are sought to offset this additional cost. Corruption and its effects on the development of the construction industry in Nigeria put up to 78% of the roads in rural Nigeria and its northern part under dust for 15 or more years because of factors that can be controlled like: corruption from the local chiefs (Ogas), governors, national government, NGOs and many more. The study tends towards the argument that up to 60% of the roads have failed to meet deadlines

due to corruption that leads to poor contractual awards, misappropriation of little funds, poor expertise selection, poor technology employment and many more.

**Linear Regression Analysis**

A regression analysis was conducted to determine how funding activities influence completion of selected county funded construction projects in Kitale town, Trans Nzoia County, Kenya. The Statistical Package for Social Sciences (SPSS) was used to code, enter and compute the measurements of the multiple regressions for the study.

The coefficient of determination  $R^2$  value was 0.549 and it shows how much of the total variation in the dependent variable, completion of the county funded construction projects, was explained by the independent variable; funding activities. Therefore, the study results revealed that 54.9% can be explained by independent variables in relation to dependent variable. The adjusted  $R^2$  value is 0.536 which is slightly lower than  $R^2$  value; it is an indicator of relationship between the independent and dependent variable since it is sensitive when irrelevant variables are added. However, the typical error when the model is used to predict Completion of the county funded construction projects is 0.51783. This is represented in Table 5.

**Table-5: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812 <sup>a</sup>	0.549	0.536	0.51783

**Assessing the Fit of Multiple Regression Model**

The study conducted Analysis of Variance (ANOVA) to examine whether the multiple regression models was fit for the data. This helped to find out if the completion of the county funded construction projects can be predicted without relying on the independent variables. The results of Analysis of Variance (ANOVA) are shown in Table 6. The study findings provide F test which shows an overall test of significance of the fitted regression model. The F value indicates that all the variables in the

equation were significant hence the overall regression model is significant.

From the findings in table below the results show that the model had an F ratio of 42.818 and the p value was  $0.000 < 0.05$ , implying that the F ratio was statistically significant, therefore the overall regression model for funding activities was statistically significant and can be used for prediction purposes at 5 % significance level, this further indicate that the variables used in this study are statistically significant.

**Table-6: ANOVA for Testing Multiple Regression Model**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	57.408	5	11.482	42.818	.000 <sup>b</sup>
	Residual	47.194	176	.268		
	Total	104.602	181			
<b>a. Dependent Variable: completion of the county funded construction projects</b>						
<b>b. Predictors: (Constant), funding activities.</b>						

**Regression Analysis Coefficients**

The study conducted t-test of statistical significance of each individual regression coefficient and results and are presented in Table 7.

**Table-7: Regression Analysis Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.965	.106		28.074	.000
	Funding activities	.227	.107	.391	2.112	.036

The findings indicate that all the t values were significant implying that Socio Economic Factors (independent variable) is a predictor of the completion of construction projects (dependent variable). The values are shown in the following variables; Funding activities (t=2.112 p<0.036), However, the β coefficients were all significant to be used for multiple regression as follows; Funding activities (β<sub>3</sub>=.227 p<0.036). This implies that a unit increase in Funding activities caused a 0.227 increase in Completion of the county funded construction projects. From the Table 8, the regression model can be written as:

$$Y=2.965+0.227X_1 + \epsilon \dots\dots\dots\text{Equation 2}$$

This can be translated to;  
 Completion of the county funded construction projects = **2.965+0.227** (Funding activities) .....**Equation 2**

Based on the above, the predictor variable funding activities can statistically significantly predict the dependent variable, which is the Completion of the county funded construction projects in Kenya.

From the interview schedule the study noted that the degree of funding capacity is poor. This implied that the county government lacks good control mechanism to eliminate inabilities that constrains successful construction and completion of the county funded projects. There is poor management of resources and the degree of funding resources is wanting. Contractors who bid for tenders are not done on a competitive basis as well because their output is low.

**SUMMARY, CONCLUSIONS AND RECOMMENDATION**

**Summary of the Study**

**Funding activities and completion of construction projects**

The study results revealed that 87.36% (mean=4.37, Std.Dev=0.899) of the respondents accepted that funding is prioritized to most agent challenges other than budgeting well for each project. Funding for the construction projects are delayed because most of the county budgetary allocated money are delayed from the national government, poor management of resources by the managers in charge, prioritizing salaries paid to workers and failing to give similar weight to the construction of projects and also, some contractors may lack enough money to facilitate the completion of the projects. The ability of county bosses to fund and stick by the objectives for every financial year as well as both long term and short-term action plan is still a challenge. When flow of funds to a project stops, then contractor

will slow down works or may even opt to terminate his contract. That means project may be delayed or be unsuccessfully completed; when flow of funds to a project is not steady then there were on and off activities on site, resulting into contract delay. Delayed payments attract interest and this result into cost escalation. Idle plant and labour during stoppage attract claims from contractors and this leads to escalated contract cost. A project that is little funded may be done partly and later on becomes a white elephant.

**Conclusion on completion of construction projects**

Poor funding schemes delayed completion of construction projects. Project may be delayed or be unsuccessfully completed; when flow of funds to a project is not steady then there were on and off activities on site, resulting into contract delay.

**Recommendations on completion of construction projects**

The study recommends to the county assemblies to from strong structures mend to strictly evaluate construction of the county funded projects. Stakeholders and the larger public should be allowed to make decisions on the type of the projects initiated because they are the actual beneficiaries. The reason for this is that construction of projects receives little influence from control activities thus has led to poor performance

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